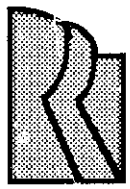

The Power to Influence™

The Sales Mastery Course

BACKTRACK NOTES

By Anthony Robbins

THE POWER TO INFLUENCE™

SALES MASTERY COURSE
ANTHONY ROBBINS

TABLE OF CONTENTS

BACKTRACK NOTES OF THE 21 SESSIONS OF THE POWER TO INFLUENCE SALES MASTERY COURSE

SECTION I: A Foundation for Success!

SESSION 1. Commitment to Excellence Pg. 3
SESSION 2. The Science of Persuasion: Why We Buy! Pg. 9
SESSION 3. The 9 Master Tools of Influence Pg. 17
SESSION 4. The 6 Secrets of Creating Inner Pressure to Buy! Pg. 33

SECTION II: The Most Important Sale You'll Ever Make

SESSION 1. Compelling Reasons: How to Unleash Your Power Pg. 43
SESSION 2. The Unlimited Power of Belief! Pg. 49
SESSION 3. The Difference Between Success and Failure! Pg. 61

SECTION III The 10 Steps to Sales Mastery!

PHASE 1: Engage Them!

STEP ONE: Prepare! & Do Your Homework! Pg. 71
STEP TWO: Turn On! Pg. 77
STEP THREE: Make Contact & Get Their Attention!
SESSION 1. The More Your Make, the More You Make! Pg. 87
SESSION 2. Telephone Power! Pg. 93
STEP FOUR: Connect & Become Their Best Friend!
SESSION 1. Care and Compliments! Pg. 101
SESSION 2. The Magic of Mirroring! Pg. 107
STEP FIVE: Create Interest Pg. 111

PHASE 2: Enroll Them!

STEP SIX: Qualify Them: Probe For Problems & Magnify The Hurt!
SESSION 1. Questions to Qualify - NWWAM! Pg. 117
SESSION 2. Values: The Ultimate Motivators! Pg. 123
SESSION 3. The Power of Psychic Wounds! Pg. 133
SESSION 4. Discover Your Client's Buying Strategy! Pg. 139
STEP SEVEN: Create Conviction & Test Close! Pg. 151

PHASE 3: Compel Them!

STEP EIGHT: Make It Real & Assume The Sale! Pg. 161
STEP NINE: Convert Objections to Commitments! Pg. 169
STEP TEN: Make It Easy & Create a Future! Pg. 185

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THE POWER TO INFLUENCE™

SALES MASTERY COURSE
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SECTION I
A FOUNDATION FOR SUCCESS!

SESSION 1
COMMITMENT TO EXCELLENCE!

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Persuasion is the power to shape destiny. It is an opportunity to alter the quality of life for yourself and all those you come in contact with. An opportunity to have fun and learn to get excited when people say the word "NO" to you. Influence is one of life's major studies. The reason most people fail in life is they major in minor things.

Modeling is the way to learn by OPE, Other People's Experiences, rather than just by your own. It can save you years and show you exactly what to do to succeed consistently. This program is the result of modeling some of the top salespeople in the United States.

Life changes in one moment when we make the decision and absolutely commit to do whatever it takes to succeed.

In order to influence other people we first must be able to influence ourselves.

80% of success and influence is having a big enough why - 20% is knowing how to do something.

Repetition is the mother of skill.

Five Steps to Mastery:

1. Impact - this seminar will show you what's possible, provoke you to go for more
2. Repetition - commit over the next 30 days to spend 15 minutes per night reviewing your notes from this week's sessions
3. Utilization - take one skill and utilize it every single day throughout the day
4. Integration - will automatically happen
5. Reinforcement - use your tapes for review and one evening a week for six weeks attend the Power to Influence sessions

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The Ten Strategies of Master Salespeople

Most salespeople believe that closing is the key to sales success. This is the single biggest misconception in sales. Closing hard in the end will never make up for a lack of desire on the part of the buyer to purchase your product. 80% of sales success comes down to finding a big enough "Why" to sell. How to sell is easy. Why to sell someone is the real power. The difference between top salespeople and salespeople in survival is:

I. Having compelling enough reasons to consistently give the best.

II. Having empowering belief systems that cause them to make the most of their lives in any situation.

Influencing yourself is 80% of sales success. Influencing the customer is only 20%. Once you believe with absolute certainty, you can transfer that feeling to others.

III. The ten strategies the most successful salespeople have in common are:

1. Strategies for managing your state.
2. Strategies for managing your prospect's state.
3. Strategies for preparation.
4. Strategies for effective prospecting.
5. Strategies for building trust.
6. Strategies for creating interest.
7. Strategies for qualifying the prospect's true needs and rules for attainment.
8. Strategies for giving the prospect the experience and the proof he/she needs to justify buying.
9. Strategies for closing and commitment.
10. Strategies for buttoning up the sale and creating sales leverage.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

Influencing and persuading others to become better people and have a better life is the focus of all the most powerful sales people. The transference of their product in the process is simply part of the system of measuring the depth of the impact you've had on another person's life.

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KEY WORDS AND TRIGGER POINTS:

- Persuasion is the power to shape destiny.
- Repetition is the mother of skill.
- Influencing yourself is 80% of sales success.
- Influencing the prospect is only 20%.

"Going far beyond the call of duty, doing more than others expect - this is what excellence is all about."

- Anonymous

"Do more than you're supposed to do and you can have or be or do anything you want."

- Bill Sands

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SALES MASTERY COURSE
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SECTION I
A FOUNDATION FOR SUCCESS!

SESSION 2
THE SCIENCE OF PERSUASION: WHY WE BUY!

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Madison Avenue and the makers of commercials spend billions of dollars to influence us each year and they influence our lives at almost every level: what we eat, what we drink, what we take to relieve our pain, what we wear, where we go. These powerful persuaders motivate and influence us usually in less than a minute. Selling is the process of motivation and it happens in a moment. If you get people to want something bad enough, they will find a way to justify it. People do not buy what they need, they buy what they want. You may need to lose weight but you won't until you want it bad enough, and you get enough justification to support yourself. But the twin forces of motivation behind all human behavior are the need to avoid pain and the desire to gain pleasure. The best study of life is how it is ... people will do more to avoid pain than they will ever do to gain pleasure. Thus we must sell consequences to be effective. There are positive consequences - the pleasure people gain by buying our product. There are negative consequences that occur - the loss they will have if they do not buy. We can elegantly get people to tell us the things they will miss out on - the negative consequences of not buying. But the master formula for effective persuasion is simple. We must get the prospect to associate the action of buying to creating for him/herself tremendous pleasure. The action of not buying our product must now be associated to creating pain in his/her life, i.e. loss or missed out pleasure.

But if a person does not buy it is because they have associated more pain with buying than not buying. Again, in order to be an effective persuader you must sell the consequences. People make decisions based upon their belief of the consequences of those decisions. They don't buy to get a product, they buy to get what they think a product will give them or what they can avoid by having that product.

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Key questions a prospect is often asking in his/her mind about you and your product are:

1. Do you really have their best interests in mind?

2. Can they trust you?

3. What is this item, really?

4. What's in it for me?

One of the most important parts of the process of selling is discovering the prospect's needs and values. The most important element in motivating someone to buy is that they must be dissatisfied with the way things are. Selling is the process of finding someone's pain (i.e. a desire unfulfilled) and stirring up the emotional feelings a person has about not having that desire met.

Effective selling is modeled after the story of The Christmas Carol. Effective selling is what I call The Dickens Pattern.

1. Find out the prospect's hurt, their deep want or unfulfilled interest.

2. Stir it up. Stir up the emotion they feel about not having it. Disturb them. (Show or ask him/her questions that make the prospect focus on the pain of not having his/her interest met and the consequences of that.)

3. Show him/her how to solve or eliminate his/her pain and create pleasure through the use of your product or service.

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An undisturbed prospect will not buy. In order to close a sale a prospect must believe:

1. They have a problem or an unfulfilled interest that they strongly desire.

2. The problem is serious and must be solved now.

3. Your product will really solve their problem.

The key to remember is that different customers have different wants. There are different strokes for different folks. People have different associations as to what things are going to mean to them. They often create in advance in their minds what the consequences will be of making a purchase or taking an action. For example, some people instantaneously associate to salespeople "being taken advantage of." Thus, the process of selling is changing what people associate to things so that, when they think of your product or service, they link getting what they want most to purchasing your product, and/or they associate having the ability to avoid things they least want to experience by purchasing your product or service. This is why you need to get in their heads and understand how they think.

If you have to close someone hard at the end of the presentation, your customer does not link more pleasure to buying than not buying; you haven't done your job up front. **So what is persuasion?** Persuasion is the process of getting your customer to clearly associate their most desired feelings or states to your product or service and associate not buying your product to hurt and pain.

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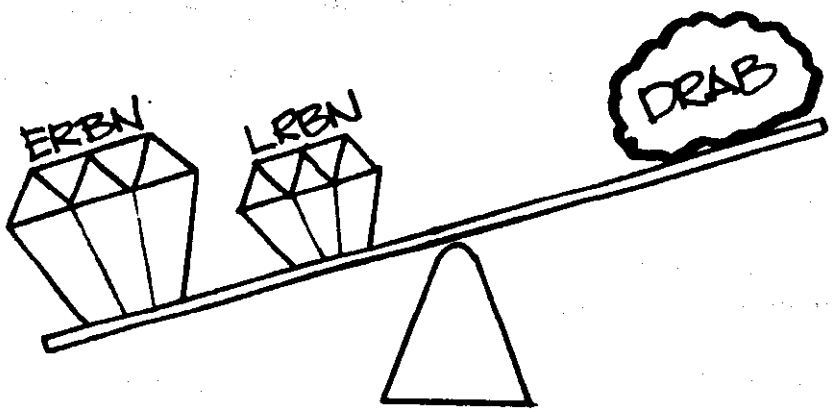

People do things for emotional reasons and justify with logic. Decision making is the process of evaluation or weighing. We compare and contrast our fears about the consequences of buying with our emotional and logical reasons for buying now. Fears about the consequences of buying might include loss of capital, "It won't work," loss of respect from others for making a poor decision, inconvenience and disappointment. Emotional reasons for buying now would include our desires, our wants, and our desire to avoid hurts. Our logical reasons for buying are ways to help ourselves to justify taking action. When people think of a product we must make certain they have much larger and more compelling ERBN (Emotional Reasons to Buy Now) and LRBN (Logical Reasons to Buy Now) than they have DRAB (Dominant Reasons to Avoid Buying). If a person is not buying it is because their DRAB is more compelling than their ERBN and LRBN.

In other words, to change people's behavior we must change what they associate to buying. If we want someone to buy, we must get them to clearly associate the feelings they need or want most to our product, and we must make it compelling for them. Conversely, you must get the client to associate not buying to pain (i.e. missed opportunity, something I don't have, etc.).

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In order for a customer to buy they MUST have a great deal of want/hurt (ERBN/Desire and LRBN/Justification).

Key 1, if they don't have enough want then expand the hurt.

Key 2, if they don't have enough justification provide more information.

GLOSSARY

ERBN - Emotional Reasons to Buy Now (elements that create emotional reasons which create a sense of urgency to buy now)

LRBN - Logical Reasons to Buy Now (information to use that justifies making a purchase now)

DRAB - Dominant Reason to Avoid Buying (the fear that making a purchase could lead to pain, i.e. loss or other negative consequences; the source of objections)

People need enough emotional reasons to buy now that are compelling enough to give them a sense of urgency, and enough logical reasons to justify buying now. People buy for their reasons, not yours. Make certain in trying to motivate someone you discover their ERBN and LRBN and don't sell them your ERBN and LRBN.

In order to create more ERBN ask questions to identify the hurt. Remember, a salesperson's job is to help people heal emotional wounds. People don't buy products, they buy states.

Every time you sell, you must sell to this particular prospect's emotional needs, and to their specific system of logic and justification.

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KEY WORDS AND TRIGGER POINTS:

- Commercials and how they really sell
- Selling is hurt them and healing business
- What makes us do anything?
- What are the two motivational forces behind all human behavior?
- Different strokes for different folks
- Power of association or anchoring
- Words 7%
- Voice quality 38%
- Physiology 55%
- People don't buy needs, they buy wants
- ERBN, LRBN, DRAB

"There is only one way ... to get anybody to do anything ... And that is by making the other person want to do it."

- Dale Carnegie

"Influencing and persuading to have a better quality of life is the focus of all the most powerful salespeople. The transference of their product in the process is simply part of the system of measuring the depth of the impact you've had on another person's life."

- Anthony Robbins

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SECTION I
A FOUNDATION FOR SUCCESS!

SESSION 3
THE 9 MASTER TOOLS OF INFLUENCE

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Seven Steps to Sales Excellence

1. Set the stage.

2. Control the situation.

3. If you don't control the situation in the beginning, you can't control it in the end

   Continuity. Know exactly what to say and how to say it so you can concentrate on your impact and creating momentum.

4. Get commitments - the basis of influence. Yes, yes, yes, yes.
   When people make commitments they experience pressure to stay with whatever stand they have taken.

5. Enthusiasm - it's contagious
   Comes from the Greek root *en theos* - which means god-like

6. Sincerity - sincere caring sells

7. Close - GTM
   A sale is always consummated. Either you sell them on the benefits they can create in their life with their new possibilities, or they sell you on their limitations. If you sell them, you both win. If they sell you, you both lose.

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The Nine Master Tools of Influence

1. The first Master Tool of Influence is:

Rapport: Threats may persuade someone for a short term but a relationship of rapport is usually required for long term influence.

Eleven ways to get into comfortable conversations with people.

1. Bring up a mutual interest.
2. Give them a gift.
3. Give them a referral.
4. Sometimes you get rapport by insulting.
5. Tell them a story.
6. Give them a sample of something.
7. Give them a compliment.
8. A startling statement.
9. Give good service.
10. Listen.

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2. The second Master Tool of Influence is:

Quality Questions: Questions are the primary tool of influence. They offer us the opportunity to find out the prospect's true motivation and beliefs. They let us discover how they make decisions. Some of the finest questions are Test Close questions. Test Close Questions ask the customer their opinion of things: **"In your opinion, if you were to go ahead with this, would you want it in blue or green?" "In your opinion, does this feel like this might be something that is useful for your company?"** Quality Questions offer an opportunity to test the barometer of desire within the prospect. Questions help us to find people's reasons for buying. Remember, they buy for their reasons, not yours.

3. The third Master Tool of Influence is:

Congruency: You are congruent when what you say verbally and nonverbally match. Incongruency is when you feel (or people perceive) that what you're saying and what you're feeling on the inside are not unified. Saying one thing and feeling another is the quickest way to lose a sale. Remember, people buy for emotional reasons. For them to make an emotional decision they need to feel certain that what you are saying is true. Congruency is the ability to project absolute certainty that what you are saying is accurate in voice, word and body. Congruency comes from believing that you are giving much more value than you are taking back in any transaction in which you sell your product. Congruency must be maintained and built daily, otherwise the law of familiarity comes into play. The law of familiarity states if you are around anything enough you take it little bit for granted.

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4. The fourth Master Tool of Influence is:

Anchoring: Anchoring is what selling is all about. An anchor simply means that a person has learned to associate a certain feeling or meaning to something specific. The American flag is a visual anchor - we have learned to associate definite feelings to that set of colors and shapes. "Winston tastes good like a cigarette should" is an example of an auditory anchor, a set of sounds we have learned to associate together over and over again. Many people have negative associations, for example, to salespeople. They think "salesperson" and they immediately think con man, manipulator, someone to take advantage of me. Some people may have negative associations or anchors when they think of our products. They have anchored our product to: too expensive, not luxurious enough, etc. Our job as professional salespeople is to change what people associate to our products and services. We must get them to associate or anchor experiencing some level of pleasure with the purchase of our products. We must also help them to associate being able to avoid painful experiences with owning our product as well. So we have both carrot and stick motivation, if you will.

How do anchors occur? An anchor is created any time a person is in an intense state of emotion, and at the peak of that emotional state some unique stimulus occurs. For example, when you were a kid, if your mother was in a really angry state and at the peak of anger she looked at you with a certain look on her face, at that moment you may have linked the two, so that any time you saw that same look on her face immediately you felt those same feelings of concern, fear, upset or anger. Any time a person is in an intense state and at that peak something unique consistently occurs, the two become linked in our emotions and in our nervous systems. Therefore, if any time in the future the trigger happens, we go right back in the same state.

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Most of us have studied Ivan Pavlov and the work he did with dogs where food was used as a trigger to put the dogs in state. Simultaneously during those peak moments, bells were rung until the dog began to associate ringing bells to food. Initially, only the food made the dog salivate, but now just a ringing bell would create the saliva. Almost all commercials are simple anchoring devices - jean commercials sell feeling sexy and attractive and getting the man of your dreams if you just wear a particular type of jean. People don't buy products, they buy the states that the manufacturers have associated to their products. Mercedes sells the anchor of prestige. Hyundai sells the anchor of being intelligent. Pontiac sells the anchor of excitement. Toyota sells "What a feeling!" The key then is to find the states your prospect wants most, and get them to have those feelings. Describe your product in terms of those feelings. The more you can get your prospect to feel the feelings they want most while you talk about your product, the more they will begin to link the two together. If you doubt this works, just remember the dogs didn't believe it would work either! So an anchor is a pattern of associations, people associating two things (or many things) together.

(This subject is taught and utilized extensively to program yourself for success in our course **Unlimited Power: The Science of Success Conditioning.**)

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5. The fifth Master Tool of Influence is:

Pattern Interrupts: Remember that what people do is based on the state that they are in at any moment in time. Sometimes when you go to speak to someone about your product or service they may not be feeling like they want to listen to you or they may have an anchored association to what your product means. Maybe they had a bad experience in the past. In order to create a new anchor, a new association, you must first interrupt their old pattern of association. This is done by simply changing their state in any way other than one they would expect! You can change someone's state and break their pattern by getting them to stand up and move (remember the Reagan example). You can do it by the pace at which you speak, by the way you look at the person, by the questions you ask them. We have all had the experience of being consumed in conversation and having someone ask us a question or interrupt us in some way, then having a difficult time getting back to our point even though it was really important to us. This is the power of pattern interrupts. The next time someone is giving you an objection, break their pattern! They will have a hard time getting back to the objection and they may forget it completely and you'll be able to close the sale. Master persuaders are master pattern interrupters.

Come up with some humorous questions you could ask to break people's patterns. Example: Walk into a grocery store and say "Can I see your teeth?" "What?" "Could I just see your teeth for a second?" and they say "Sure" and open their mouth and show their teeth and you say "Great." The person asks, "Are you a dentist?" and you answer, "No I just like to see people smile!" That breaks the focus of where they were at that moment and now, sure enough, they smile a lot! Now while they are smiling, they are seeing your face. If they smile strongly enough and see your face, the next time you come in you'll be an anchor. They will see your face and remember that last experience and they will smile again. This is called psychological selling.

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6. The sixth Master Tool of Influence is:

The Law of Unconscious Persuasion: The state that moves people to action most quickly is the state of pressure or tension. We eat to eliminate tension, we make love and enjoy the process of the release of tension. If a person is not taking action in life, it is because they don't feel enough pressure to do so yet. The utilization of pressure to influence people to buy is extremely important. The challenge is, traditional salespeople try to pressure the prospect from the outside. This works with some prospects but many resent it even if it does work, and most reject it. The master salesperson learns how to create pressure from the inside. There are certain patterns or ways of responding that we have been conditioned to live by since we were children. If we don't live by these patterns or rules, we experience inner pressure or pain. Understanding utilization of these patterns can give you tremendous power to influence people. The next session, Session Four: Creating Inner Pressure to Buy, will teach you six of these tools. One, for example, is the power of reciprocation. We have been conditioned since our youth that if someone does something for us we need to reciprocate or do something back. If we don't, we have been taught by our society that we will be ostracized. We will be considered to be a taker, a leech, a rip-off artist, someone who doesn't care. But if we do reciprocate, if we do try and give back even more than someone gave us, then we're considered to be trustworthy, loving, generous, kind, a friend. An understanding of how to use this principle in selling would be to learn to give people your full attention and to listen to them. As a result they will feel a certain amount of reciprocation to listen to your ideas in return. If you ask them what they do for a living, they will feel pressure to reciprocate and ask what you do. This can be very powerful in influencing people without their awareness.

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7. The seventh Master Tool of Influence is:

Framing skills: It is important to remember that everything we do is based on how we are feeling at the moment. How we are feeling is based on what we are focused on. Every one of us could be unhappy at this moment right now just by focusing our minds on the things in our lives that aren't perfect yet. (By the way, this is good news because it means there is always a hurt we can find to motivate someone to want to take some new action and to buy our product.) We could also all feel extremely happy right now just by focusing on the incredible benefits we have by just being alive and the experiences we have had in our lives. We could focus on and be happy about the learning we've gained and the people we count as friends, or family, or lovers. To change people's behaviors then we have to change the way they feel. To change the way they feel you have to change what they are perceiving or what they are focusing on. Human beings focus only a small part of their experience. A master salesperson helps to direct what a prospect focuses on, therefore how they'll feel and what they'll do in a given situation.

Four framing skills that master persuaders utilize are:

A. The "As if" frame

Many times a person will tell you they can't do something or something isn't possible. The easiest way to deal with this is not to fight their belief system. This will only create resistance. Instead, get them to focus on possibilities. The way to do this is to align with them. For example, a person says "I can't buy now. There is no possible way." Response: "I'm sure that's true. I'm sure for you to say that, you have plenty of reasons for doing so. Let me ask you a question. If whatever was holding you back had been handled and you are now going to buy, how did you turn that around?" Or you say, "I know you're not going to buy but let me ask you a question. If for some reason you had decided to buy, what changed your mind?" By asking an "as if" question, you get the person to stop focusing on why something can't be done and focus on why it could. Many times the result of this is not only a solution to the problem but also a new state in the customer that gives them the

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ability to feel like buying now. Many times when you ask them the question, they will say they don't know the answer. Say, "Yeah, I know you don't know the answer, but if you did know, what do you think it might be?" Often times they will be able to tell you because they are no longer focusing on the fact they might tell you the "right" answer. They are now focused on what might be possible. As soon as you change someone's focus, you change how they feel and what they do.

B. Preframing

This is the name I developed for what I saw master salespeople do time and time again. Before a customer has an opportunity to focus on what might be wrong with a particular proposition, the master salesperson would direct their focus in advance. The salesperson would "pre-frame" them by helping them to focus on what was great about a situation. They didn't wait until the customer brought up an objection. They handled the objection in advance. For example: Let's say I am a real estate salesperson and I am going to show you a home that is great for your price range and is great for the environment you want for your family but it is 50 miles outside the city. I would not wait till we got out to that community and then have you begin to focus on how long it took to get there and how that might create pain (pain of waiting or delay). Instead, I would direct your focus by framing you on what living there would mean. I would say something like, "John, I can't wait to show you this home. It's everything you told me you want. It's blankety blank size, it's got the environment for your children, it's got these beautiful trees." I would describe all the things this client wants most. "Best of all, it's 50 miles outside the traffic, filth and crime of the city. It's close enough to get into the city and get your work done but still allows you to have the home you always wanted." In essence, what I have done is framed you in advance about what to focus on. I've framed you to focus about the meaning of this home being 50 miles outside the city as pleasure and not pain. In fact, I have created in my preframe that living in the city would mean pain.

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C. Reframing

This is the title I utilize for describing how most salespeople handle objections. Most salespeople wait until a person has already evaluated how they feel about something (the consequences, or what it might mean to them). Remember, the two questions people are always asking are: "What does this mean to me?" and "What should I do?" So let's use the same example. I'm a real estate salesperson and we drive out to the home. You like it in a lot of ways but you begin to focus on the fact it's 50 miles outside the city. You associate that to inconvenience or pain. You might say, "Tony, it's a great place, but it's 50 miles outside the city." A reframe to that might be, "Well, John, is it how far you are from the city that matters or how long it takes for you to get there?" (Notice: the question here is changing the focus, the frame is being changed from distance to time.) You say, "Well, how long it takes is probably most important." Salesperson: "Well then let me ask you a question, how much more time do you think it will take to get into the city from this place versus the other place you are looking at?" You: "Oh, about 20 minutes." Salesperson: "Well, let me ask you a question. I might be wrong, but wouldn't it be worth an additional 20 minutes more a day in order to live where you really want to live? And wouldn't it also be worth the totally reasonable price to have your family live in the environment that they've always dreamed of all of their lives? Or would you rather live 20 minutes closer, in a place that doesn't meet your needs and in the crime and filth of the city in a place you know doesn't match your true values?" This is changing the focus of the prospect to the negative consequences of living in a city for a mere 20 minutes. When he compares his emotional reasons for buying this place to his reasons to avoid buying it appears the emotional reason for buying would be much stronger.

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D. Deframing

Deframing is the title I've come up with for something I've seen master salespeople do in a very powerful way, and that is to literally destroy a person's frame of reference. Deframing is destroying their present focus and making them completely look in another direction. Let's use the same real estate example. This way of framing people should only be used if:

1. You've thoroughly qualified your prospect and you know they truly need and want your product.

2. You are a professional who cares and has strong rapport with the prospect.

The prospect gives the same objection: "It's too far." Your response, "Well, I have to say I am a little glad you're saying that because to tell you the truth I really don't know whether you could qualify to live in this community or not." Prospect: "What! Of course I could qualify." Salesperson: "Well it's not quite as easy as it looks." Immediately the prospect now begins to try and convince you that they can qualify. Their focus is no longer on the fact that it's 50 miles but becomes focused on showing you they can qualify. The more the they try and prove to you they can qualify, the more committed they become to purchasing the property.

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8. The eighth Master Tool of Influence is:

Time control: No matter how many skills you have or how effective a persuader you are, your bottom line is impacted primarily by where you spend most of your face to face time. How do you spend your time? Is it in planning or face to face with customers? It has often been said that the most powerful force in the universe is a salesperson that works eight hours a day face to face with customers, not just a salesperson who keeps himself busy. Anyone can be busy. We all know Parkinson's law which states: "Work will expand to the time that we give it." Every master persuader has learned to master time. They have learned to master themselves to see at least three people face to face for a presentation each and every day. You must have a physical system for managing not only your appointments but your ongoing communication as well as an opportunity to plan your play time. There are many systems that you can utilize this way. You may wish to contact RRI for information in reference to Anthony Robbins' Time Management System, which is based on revolutionary new principles.

9. The ninth Master Tool of Influence is:

State Management: Even if you manage your time and you have mastered all the other elements, if you don't manage your own emotions under difficult situations, everything else you have learned will go down the drain. The difference between success and failure in selling comes down to the ability to master your own emotions. You must learn to discipline your disappointments and recharge yourself in an effective way. There is an entire session dedicated to giving you the cutting edge tools in this area.

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Finally, there are four questions the prospect is always asking (the answers to these questions will determine whether he/she buys your product or not). Those questions are:

1. Will this really give me what I want and need?

2. If I do this, will it be worth it in terms of my time, convenience or capital?

3. What will other people say? (Will they approve? Will they disapprove? Will it mean pain or pleasure to me?)

4. Do I really need it now?

The ability to answer these four questions in advance for the prospect in a convincing and congruent way is the difference between their making a purchase or not.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

4. **For at least the next 7 days I will commit to:**

5. The reason I commit to this is because it will give me or create:

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SALES MASTERY COURSE
ANTHONY ROBBINS

KEY WORDS AND TRIGGER POINTS:

- The meaning of communication is the response you get.
- Persuasion is the process of getting people to do things for their reasons not yours.
- You can influence someone by intimidation but long term influence requires rapport.
- Quality questions are the tool.
- Questions change people's states.
- Selling is the process of transferring emotions.
- To become a customer the prospect must feel certain (belief) that your product will meet his/her needs, be worth the time, energy and money or hassle and meet their friends' approval (or at least they can justify it), and must feel that they need it now.
- Would you eat a bowl full of live crickets for $40,000?

"Always think in terms of what the other person wants."

- James Van Fleet

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SECTION I
A FOUNDATION FOR SUCCESS!

SESSION 4
THE 6 SECRETS OF CREATING INNER PRESSURE TO BUY!

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So how do we really make decisions? Most of us would be surprised at the outside influences that have a subconscious impact on what we do. Many of these have no basis in logic whatsoever, but are rather deep emotional programming that comes from our socialization. For example, there are words that trigger us to go on automatic pilot - we stop evaluating what we should do and just comply. One of those words is the word **because**.

The need for reasons to justify behavior is so strong within human beings that we have learned to anchor the word "because" to feeling like someone or something has justified reasons. This programming is so strong that researchers have found that even if what's said after the word "because" doesn't make any sense logically, over 90% of the people in studies will still comply as if there were a legitimate reason to do so. The word "because" triggers compliance. Example: xerox machines.

This tool is extremely useful since many objections that people give you are on automatic pilot. For example, "Can I help you?" "No thank you, I'm just looking." If someone gives you an automatic rejection say, "Okay, that's fine. I just need to stay here with you because I need to support you in answering questions," "I need to stay here because my boss told me to," "I need to stay here because" anything, and the person will let you stay and chat with them. Many times all people need is a "because frame." This information is also valuable if you are trying to influence someone or get them to do something. You need to give them a "because frame", a reason for it. What the reason may be is less important than the fact that you offer them a "because."

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The second tool of unconscious influence that creates inner pressure is called the law of contrast. Again, whatever human beings decide to do is based on the way they evaluate things, the weighing process. The law of contrast is a way to immediately change someone's evaluations as to how difficult, how easy, how expensive, how hard, something is. In order to make a decision we have to compare things. What we compare them to plays a huge role in whether we feel like something is worthwhile or not, worth doing or not, expensive or inexpensive. For example, for a person who lives in a $3 million home, a $75,000 automobile does not necessarily seem extremely expensive. The evaluation might be: it's all "compared to what?" To someone who lives in a $100,000 home, paying $75,000 for an automobile may seem extraordinarily expensive or foolish - after all, they could have another home for that. The key to the use of the law of contrast states: Any time you compare two things that are different, side by side, they will appear more different than they actually are. Examples of this are: clothing stores, Girl Scout cookie salesperson, college students and street people. This law can be used in order to condition your prospect. It's often done in negotiations, where an individual knows a person is ready to sell a property or business, and has someone else make a bid on it first at a much lower price. Thus, the buyer is conditioned to expect a lower price. When the individual comes in with a price lower than the buyer wanted originally, it doesn't seem that bad in comparison with the offer that was given to them earlier. If you offer a prospect three purchasing plans, one at $2,000, one at $1,000, one at $500, the one at $500 in the past would have looked expensive. Now it looks fairly reasonable in contrast to the other offers.

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One of the most powerful tools of unconscious influence is that of **reciprocation**. Our social conditioning while we were growing up has taught us as a society that we must be willing to trust if we do something for others, we will eventually get something back. We have conditioned each other through pain and pleasure to make certain that people reciprocate. After all, think about it. When someone starts giving to us, we begin to feel a desire - or a better word would be pressure - to pay people back for anything they do for us. If people continue to do things for us and we don't pay them back, we begin to feel even more pressure, bordering on pain. Therefore this is more powerful than just a desire to pay back. It's a programmed pattern within most socialized people in the world. Think about the consequences if someone gives to you and you don't give back - how are you perceived by others? Aren't you perceived as a taker, a leech, a rip-off artist, someone who doesn't care, who's not trustworthy, stingy? On the other side, if people do for you and you try to give back to them not just what they gave you but even more, what are you considered to be? Generous, trustworthy, a friend, loyal, supportive.

So this law of reciprocation governs our behavior, and oftentimes causes us to make poor decisions. In our desire to get rid of the negative pressure of owing someone, we most often fail to evaluate whether the exchange is equal. It's not just a desire, but an absolute need for us to repay favors. Anytime, therefore, that you can do a favor for a prospect, you should do so. It's living the Golden Rule, and this is the psychological reason why it works. Remember, when someone does something for you, many times you say, "Much obliged," which means "much obligated." Studies consistently show that people will do more out of the pressure of obligation than from any other influence. Remember the trash example!

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The fourth tool of unconscious influence is **double binds**. Many times in working with a customer or a client, they get in what we call a "stuck state" of mind, where they are absolutely certain they won't do anything. Rather than fight them, often times it's useful to offer them a new solution. A double bind is simply a way of giving someone the illusion of having a choice when you make a request. In reality, though, whichever solution they take, they're still doing what you'd like them to do. Obviously this technique can only be used if you've qualified your prospect's true needs, and the only thing that's stopping them is an unfounded fear.

The key element that makes a double bind work is the word "or" - "Would you like this or that?" "Or" is a word like "because" that puts people on automatic pilot, where they begin to evaluate less critically (or not at all) what you're stating. An example would be: "Would you like to make an appointment right now, or would you like to just jot down a time for us to get together?" The key to a double bind is, after you state the double bind, you must keep on talking and ask a question shortly afterwards. Example: "Would you like to stop doing what we're doing or would you just like to do something else? Because I'm sure the thing that is most important to you is creating the results you really want in your life. Isn't that true?"

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The fifth tool of unconscious influence is called **social proof.** This law simply states that if enough people are doing something, we begin to perceive it as acceptable and potentially appropriate behavior for ourselves as well. This becomes true even in situations that don't make sense. An example of this would be Jim Jones and Guyana. Psychologists have shown over and over again that when people are not certain about what's going on or what to do, they look to others to see what to do, and often times follow suit. This is a psychological principle of adaptation that most of us have developed in order to succeed within a society surrounded by others with so many behaviors and values. This is one of the reasons why we are so powerfully influenced by advertising that shows an authority. When we're not sure what to do, we look to authorities to see what to do. We are also powerfully influenced by people we like (if they like it, and they're a good person, then we probably would like it). These are all examples of using social proof. When I became a national bestselling author suddenly what I said had more credibility, because once my book was in print and purchased by hundreds of thousands of intelligent people, it was considered to be more valid. There are many other aspects of social proof that can be utilized.

Research has consistently shown that referrals are worth 15 times the profit of a cold call to a new prospect. If enough people are doing something or accepting something, then others follow their actions. This principle makes you really understand the power of referrals. What's one way you can create additional credibility for yourself in the form of social proof through getting yourself in a newspaper article, a key person or powerful authority figure who could endorse you, etc.?

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The sixth law of unconscious influence is the **law of commitment and consistency**. We have been programmed by our society that once we take a stand on something, once we commit to a particular point of view or action, we need to remain consistent with that. The reason is that in our society we have programmed each other to associate a lack of consistency with pain. People who are inconsistent are seen to be flaky, flighty, undependable, untrustworthy, all things that are considered to be undesirable in our culture. Someone who is consistent is considered to be a desirable person, someone you like to be around. They are thought of as trustworthy and strong, someone who has backbone, who follows through, who keeps their word. Therefore whenever we make a commitment or take a stand on something, we feel pressure to remain consistent. In fact, so strong is this pressure we often begin to change our beliefs in order to justify why we have done things, in order to remain consistent with actions we've taken. This need to remain consistent can sometimes limit our lives. In selling it can be utilized to get people to take action. The easiest way to get someone to purchase something is to show them how not buying your product would be inconsistent with something they already believe in, a value they already hold. For example, if a person says they don't want life insurance because they think it's a waste of money, you can show them (knowing how they care so much about their family and their whole focus is there) it would be inconsistent with the level of support they've given to their family in every area of their life. They must at least be willing to take a look at the possibility of a policy. That will grab their attention! If you know someone who in the past has consistently bought what they thought were the best products and services, the most powerful way to influence them would be to say, "Don't you deserve the best? From what I know about you, it would seem out of place for you to be driving that car when everything else you have is the best." Or, "It would be inconsistent for you to do this kind of stonework on this part of your house when everything else has been done in such a first-class way," etc. **The need to keep things consistent is one of the single most powerful forces in the human personality. If you can show a prospect how not buying is inconsistent with a standard they already hold for themselves, they have virtually no choice but to buy.** An important corollary to commitment and consistency is that small commitments become large commitments - the snowball effect comes into play.

All of these tools affect the ways decisions are made, which is what selling is all about - influencing decisions and therefore actions. Study them well: they can unlock sales you never dreamed of.

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SALES MASTERY COURSE
ANTHONY ROBBINS

5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

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3. I can and will use what I have learned in this session in my personal life by:

4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

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KEY WORDS AND TRIGGER POINTS:

- Mothering turkeys
- Analytical persuasion
- "Can I use the xerox machine because I'm in a hurry?"
- Double binds and the illusion of choice
- Reciprocation
- Spending extra time with a customer
- Hari Krishnas
- Oriental rugs
- "Mister, would you like to buy a $30 ticket to our annual ball, or just $2 worth of cookies?"
- Contrast and street people
- Power of celebrities - social proof
- 75% of people taking a billboard

"It is a psychological law that whatever we desire to accomplish we must impress upon the subjective or subconscious mind ..."

- Orison Sweet Marden

"See the things you want as already yours ... Think of them as yours, as belonging to you, as already in your possession."

- Robert Collier

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SECTION II
THE MOST IMPORTANT SALE YOU'LL EVER MAKE

SESSION 1
COMPELLING REASONS: HOW TO UNLEASH YOUR POWER

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The 3 reasons why most people don't achieve what they want are:

1. They're unclear on what they want in the first place.

2. They don't keep their commitments.

3. They don't create compelling enough reasons for following through when the going gets tough.

3 Steps to achieving your goals:

1. Create a plan for your goals and write them down. What is a goal anyway? A goal is a dream with a deadline. It's making a decision that there's something you're absolutely committed to have, do, be or share in your life. It must be backed up with enough reasons to make it compelling, and not just a short-term whim, want or desire.

2. You must create enough compelling consequences so that you are clear you will experience deep pain if you do not follow through on the steps that you find necessary to make the goal a reality. These reasons must be compelling and emotional. Written goals with a plan can create phenomenal results.

3. Fully utilize the consequences of failure as leverage. "If I don't do this, what will it cost me? What will I be giving up?" As well as the benefits of success: "If I do this and it works, what will it give me? How will that make me feel?"

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1. As I review my goals, I look at the reasons I want them. I notice that certain goals have reasons in common. Some of those common reasons that drive some of my goals are:

2. In addition, I notice that there are certain things I do not want to experience in my life. Some of the things I want to avoid that motivate me are:

3. For the next 30 days, I commit to reviewing my top 4 one-year goals at least once a day, thinking about achieving them and feeling how I would feel if I had already obtained them. The reason I commit to this is that it will give me or create:

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ANTHONY ROBBINS

5 QUESTIONS FOR INTEGRATION AND MASTERY

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2. I can and will use the distinctions, strategies or tools in my business in the following ways:

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KEY WORDS AND TRIGGER POINTS:

- Create compelling consequences if you don't succeed - fabulous benefits if you do.
- Clarity is power - the more clear your goals, the more focused they are, the more powerful they are.
- Make sure your goals are things you can control, rather than things you cannot. In order to have an effective goal make sure it's something you can control.
- Make sure goals are specific. Make sure they're something you're really committed to long-term.

"There must be a goal at every stage of life! There must be a goal!"

- Maggie Kuhn

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SECTION II
THE MOST IMPORTANT SALE YOU'LL EVER MAKE

SESSION 2
THE UNLIMITED POWER OF BELIEF!

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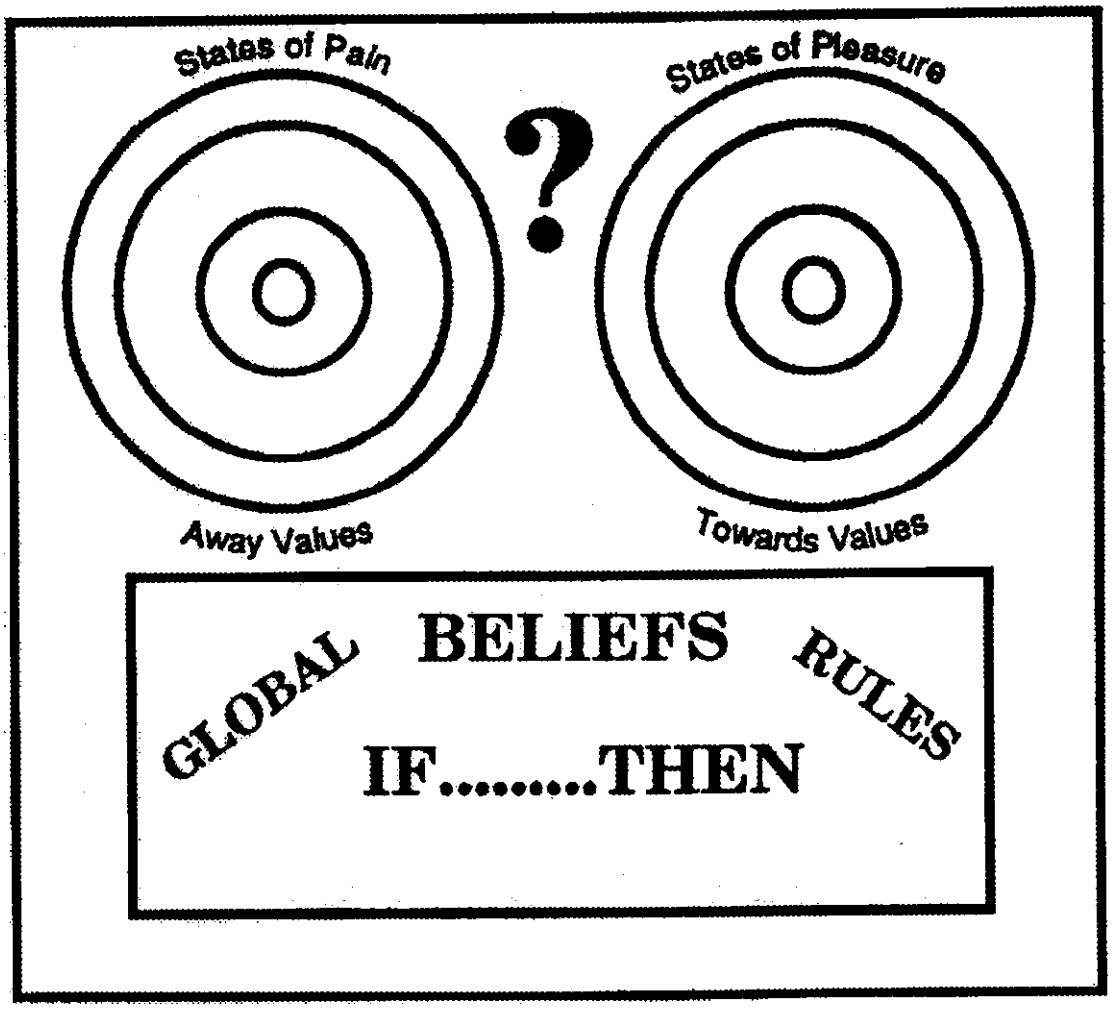
Whatever we do, one thing is for sure - we have reasons. The big question is, WHY? The answer is, everything we do in our life is based upon our beliefs about what will lead to pain and pleasure.



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Since the 2 things that drive our behavior are our need to avoid pain and our desire to gain pleasure, what we do in a given situation is based upon our beliefs: do we believe that if we do this that it will lead to pain, or will it lead to pleasure? Thus our beliefs about what leads to pleasure and what leads to pain direct all of our decisions, all of our behaviors, and shape our destiny. A belief is nothing but a feeling of certainty about the meaning of something - i.e., goals are wonderful, but what we do to try to obtain a goal is based upon our beliefs.

There are 2 elements that work together to determine our behavior. One of these is values - that is, the feelings or states we want to move toward, and the feelings or states we want to move away from. The second element that affects our behavior is our beliefs about what actions or things will lead to pain and what actions or things will lead to pleasure. That's how we make decisions as to what to do in our lives. The 2 critical distinctions to know about your client are:

1. What are their beliefs about your product? and

2. What are the states they want most? In other words, what are the states that they **value** most?

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There are 2 kinds of beliefs:

1. Global Beliefs - examples of these would be "Life is," "People are," "I am;" "Customers always like me," "Customers are nice people and like everyone," "People love to buy;" and

2. Rules - "If X, then Y;" these are cause-effect belief systems. "If I give good service then customers will like me" is an example of a "rules" belief.

Remember the questions customers ask themselves:

1. Does the salesperson have my best interests in mind?
2. What will this product mean to me? Will it give me what I really want?
3. Is it worth it to me? What am I going to have to give up in order to get this?
4. What will other people think? What will my buying this mean to my relationships with other people? Can I justify it?
5. Do I really need it now?

These questions are testing the customer's beliefs, the level of certainty this person has about whether buying will lead to pain or pleasure. Remember, they must feel certain, i.e. believe, that by buying the product their pain will go away and their pleasure will be enhanced. A belief is nothing but a feeling of certainty. In order to create a new belief or a new feeling of certainty about what something will mean, you must first align with the old belief. If you fight a belief and make a person aware that you disagree with him/her, their own commitment and consistency will cause them to justify the belief even more. A more powerful way of changing a belief is to align and redirect, and ask questions that cause a person to refocus on other possible meanings of the behavior or activity. For example, if somebody said to you, "I hate visiting my relatives - it's always a pain in the neck," in that moment in time they believe it's true. They feel certain that visiting their parents is a pain in the neck. So you say, "I know how that is, I feel the same way when I go. I'm curious about one thing, though - have you ever gone there and enjoyed any part of it? There have been times when you've enjoyed a small part of it, aren't there?" And as you begin to get them to refocus they may look at it now and say, "Well, yeah, I guess there have been times." As they start seeing exceptions to the meaning they've linked to a situation, they begin to have a little doubt in their belief, and they begin to develop a new belief as to what's possible.

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Again, ask him, - don't tell him if at all possible. If you tell him how things are going to get worse if he doesn't change, he may resent it and he will certainly question it. But if he tells you, it's true. Ask him, "What will the price be if you don't at least expose yourself to other possibilities that could change and solve those three? If there's a way to solve those three too, it'd certainly be important to do so, wouldn't it?" Now you've got someone who has a new set of beliefs, a new feeling of certainty. He's now learned to associate pain to not changing and at least the stronger potential of pleasure by changing and healing that wound. Remember, we all have interests or needs that aren't being met. Our job as salespeople is to find them.

Remember, whether that person buys or not is based upon only a couple of simple things: do they believe that buying will mean more pain, or more pleasure? If a person believes it's going to mean more pain, you must align with them and begin to ask them questions that lead them to focus on all the reasons why it would be important for them to buy now, that would give them the kinds of pleasure they want (i.e. meet their values) and help them to avoid the kind of pain they want to avoid at all costs. And why it would be logical and important, possibly urgent, to do it now (LRBN). Remember, if the prospect does not have strong enough Emotional Reasons to Buy Now (ERBN), then he won't. And you cannot influence another human being unless you've been influenced yourself. Selling is a transference of emotion - if you don't believe something, feel certain about it in your own gut, you certainly aren't going to transfer it to anyone else.

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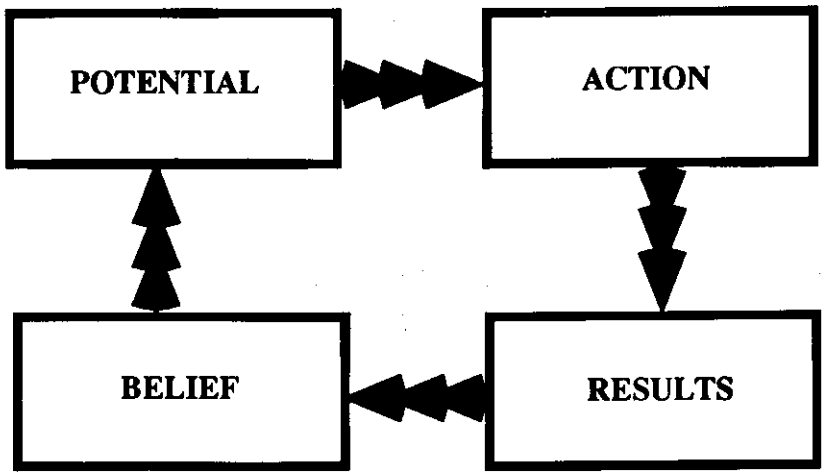
So the key to influencing people then is to discover, what are their targets? What are the states they value most? What are the primary states they wish to experience and avoid? In other words, what are their values? Then you find out what a person's beliefs are, align with those beliefs and redirect them to produce results. Remember, if you have an absolute total feeling of certainty, you can be unstoppable.

SUCCESS CYCLE



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If you procrastinate, it's because you believe that not doing something will be less painful than doing it. Sometimes if you procrastinate long enough that switches, and you think "Gosh, I better do this because not doing it will be more difficult than getting the darn thing done." Unless you change your beliefs, your behavior will not change. Beliefs are the feelings of certainty that we have about what the consequences will be of our actions. They affect what we attempt, and what we actually do. It's not what people can do that makes a difference in their life, it's what they believe they can do that makes a difference. Beliefs can be chains or wings.

9 Beliefs that Determine Success and Failure in Selling

Beliefs about:

1. Self
2. Prospects
3. Responsibility
4. Effort vs. Reward
5. Rejection
6. Success & Failure
7. Intrusion
8. Discipline
9. Prospecting

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

The three most important new beliefs I've established are:

If I were not to live by these beliefs, the cost to me would be:

An excellent question I can ask myself in the future in order to create new beliefs and empower me would be:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

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4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

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KEY WORDS & TRIGGER POINTS:

- Why do we do what we do?
- We have reasons, beliefs about pain and pleasure, that determine destiny.
- Questions - The quality of our life is determined by the quality of questions we ask ourselves.
- What do you value most? Security or adventure?
- What states would you most like to avoid? Humiliation? Fear? or Frustration?
- You can change what you believe by rehearsing in your mind until you have a feeling of certainty - remember the finger-turning technique.
- Always be a two-quarter person - always go for the higher number whenever there's a doubt. It makes a huge difference in your image of yourself.
- Being a giver is the path to wealth - always give more than you expect to receive.

"Man is what he believes."

- Anton Chekhov

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SECTION III
THE MOST IMORTANT SALE YOU'LL EVER MAKE

SESSION 3
THE DIFFERENCE BETWEEN SUCCESS AND FAILURE

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THE POWER TO INFLUENCE™

SALES MASTERY COURSE
ANTHONY ROBBINS

State Management - The difference between success and failure.

The three most prominent reasons for failure among salespeople:

1. Not enough compelling reasons to succeed when the going gets tough - i.e., not enough motivation. Weak reasons are low wants.

2. Limiting belief systems - i.e. "It won't work anyway," "I tried that before," "I tried everything and nothing works," "Even if I do, there is no guarantee it will work out," "I'm not good enough," etc.

3. Inability to consistently manage your state when the going gets tough. What do John Belushi, Elvis Presley, Freddie Prinz, and Marilyn Monroe have in common? All of them would seem to be successful. They had compelling reasons to succeed and beliefs to empower them and yet they were unable to manage their state day to day. They're no longer here because they tried to use other sources to change their states, food, drugs, etc.

The ability to manage your state is the difference between poverty and wealth, between marriage and divorce, between having the life you really desire or settling for something less. Many people have every reason to feel successful and feel happy but still aren't, because they haven't learned to manage their emotions. And other people who have a reason to feel upset about their life, seem to be happy.

"How do we manage our life?" is an excellent question that we will answer in this session. But why to direct it may even be a more important question. What are the consequences if you don't manage your state? If you just allow yourself to be on an emotional roller coaster where you're in reaction to whatever wind of consequence that may blow into your life at this time? Instead of saying, "How come this is happening?", looking at yourself and getting angry, a better question might be, "What do I need to do to turn this thing around? Yes, I have the right to be upset about this, but will I get the results I need and want to make my life better by being upset?" Hardly. Remember, the state you're in determines your behavior and performance. If you're in a lousy and angry state you may find yourself snapping or treating people around you in ways you prefer not to, and you normally would not, and are embarrassed about it. State Management is true maturity, true power.

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So how do we manage our states? There are two primary ways to manage our states. Number 1 is by directing our physiology, that is, the way we breathe and move, our physical energy level, our facial expressions - any change in our physical body instantly changes our state. In fact, most people in our culture when they do not like the way they are feeling, do things like eat or take drugs to try and change their state. The reason they do it is because these approaches work. These approaches to changing state are used by people simply because they have not learned the power of directing their own body. One of the most important distinctions of the twentieth century is that by putting your body into a particular posture or physiology, you instantly change and direct your own emotional states as well. If, for example, you put a huge smile on your face, stand tall and breathe fully, those positive emotions begin to surge through your body, and by the physical stimulation thereof, they become an emotional reality.

Four primary ways to manage your state are:

1. The development of power moves - explosive movements that make radical and empowering shifts in state.

2. The management of breathing - very often when people feel physical stress or pressure in their bodies it's because during emotional stress they stop breathing for that moment.

3. The ability to manage your facial expressions - do facial aerobics.

4. The speed and quality of your movements, from shoulders to arms.

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Use your power moves to trigger yourself into new states. If you know somebody who feels really good, you can model them. Find people who are successful at doing things and do the things that they're doing, including the use of their body. You'll start to feel the same way as well. Remember, state is what you're selling - if you can't manage your own state, you'll never be able to manage the customer's. You can change the customer's state by changing the way they're moving or breathing, or their focus. Another way to manage your own physiology is to change the way you're using your voice - the speed at which you're speaking, the volume, the intensity, the tonality.

The second major way to manage your state is to change what you're focusing on and how you're focusing on things. Whatever someone is focusing on at any particular period of time determines how they're going to feel and what they're going to do - it determines their state and their behavior. Selling is controlling the customer's focus. The most powerful way to control anyone's focus, your own or the customer's, is through questions. **Questions are the focusing tools of the mind**. They determine what we pay attention to, and what we evaluate. Remember, the 80-20 rule of selling is: 80% of success in selling is knowing why, and finding the reasons why a customer would want to buy. 20% is figuring out how to actually sell someone or persuade them. The 80-20 rule also works in determining how to spend your time with the customer: 80% of the time the customer should be talking, and only 20% of the time you should be talking. Using effective questions is one way to make certain that this is true. There are all kinds of questions you can ask to control the focus of someone - either yourself or the customer - and therefore the feelings they're having. Remember, you're always selling feelings or states anyway. Questions like, "What are you most happy about right now?" "Why does that make you happy?" "How does that make you feel?" are all designed to get someone to actually feel certain emotions. Remember, anything the prospect is going to make decisions about will be evaluated through those feelings or emotions.

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Human beings are always evaluating two questions: "What will this mean to me?" and "What am I going to do?" In fact, our entire lives are a result of the questions we ask ourselves on a daily basis. Whatever you ask, you will get an answer to. That's exciting, and it's a challenge. If you ask lousy questions, you get lousy answers. Your brain will find an answer to any question you ask it. If you ask it, "Why am I so stupid?" and you keep asking that question, your brain will come up with all the reasons you're stupid even if you aren't. If you ask, "How come I have to do this?" your brain will come up with the reasons you have to do it, and just make you feel even more angry. A better question might be, "How can I get the job done and enjoy the process?" so you don't just know why you have to do it, you figure out how to do it and enjoy it. "Ask and you shall receive." The quality of your life is the quality of the questions you ask yourself. Whatever you ask, you will receive an answer to. If you ask lousy questions, you'll feel lousy; if you ask yourself great questions, you'll feel great. You need to discover the habitual questions that put you into negative states, scramble them or reword them so you can enjoy the process. For example, in questions like "How come I have to do this?" - change the word "have to" to "want to." A more empowering question might be, "How can I take what's happening here and experience an even deeper purpose from it in my own life?" Another one may be "I wonder what this person is really about? I wonder how deep a friendship I will develop with this prospect?"

What are the questions you have traditionally used to disempower yourself in the selling process? If you had a tough day, what are some excellent questions you could use to put yourself in a better state?

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Some empowering questions you can ask yourself:

- How can I make the most of this?
- How can I become the best right now at this?
- How many referrals is he going to give me?
- How can I make the prospect my friend?
- I wonder what this person's life is really about?

Swish patterns are a way to condition our minds so that we consistently focus on the direction we'd like to, instead of ways that disempower us.

Develop a results ritual, a daily ritual for state management. You don't exercise once and then say, "Boy, I know I'll be physically fit now for the rest of my life!" You have to do it every day. Each morning do your results ritual, QSP.

1. A series of Questions to put you into a peak state (see next page).

2. Swish patterns to program yourself and condition your mind to move in the direction that supports your success.

3. Make a series of Physical moves (breathing patterns, facial aerobics, physical movements) to put your body, mind and emotions at their peak.

An abbreviated version of this results ritual is QSP: Questions, Swish patterns, and Physiology.

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The Morning Power Questions

(Come up with 2 or 3 answers to all of these questions and feel fully associated. If you have difficulty discovering an answer simply add the word could. Example: What could I be most happy about in my life now?)

1. **What am I most happy about in my life now?**
   What about that makes me happy? How does that make me feel?

2. **What am I most excited about in my life now?**
   What about that makes me excited? How does that make me feel?

3. **What am I most proud about in my life now?**
   What about that makes me proud? How does that make me feel?

4. **What am I most grateful about in my life now?**
   What about that makes me grateful? How does that make me feel?

5. **What am I enjoying most in my life right now?**
   What about that do I enjoy? How does that make me feel?

6. **What am I committed to in my life right now?**
   What about that makes me committed? How does that make me feel?

7. **Who do I love? Who loves me?**
   What about that makes me loving? How does that make me feel?

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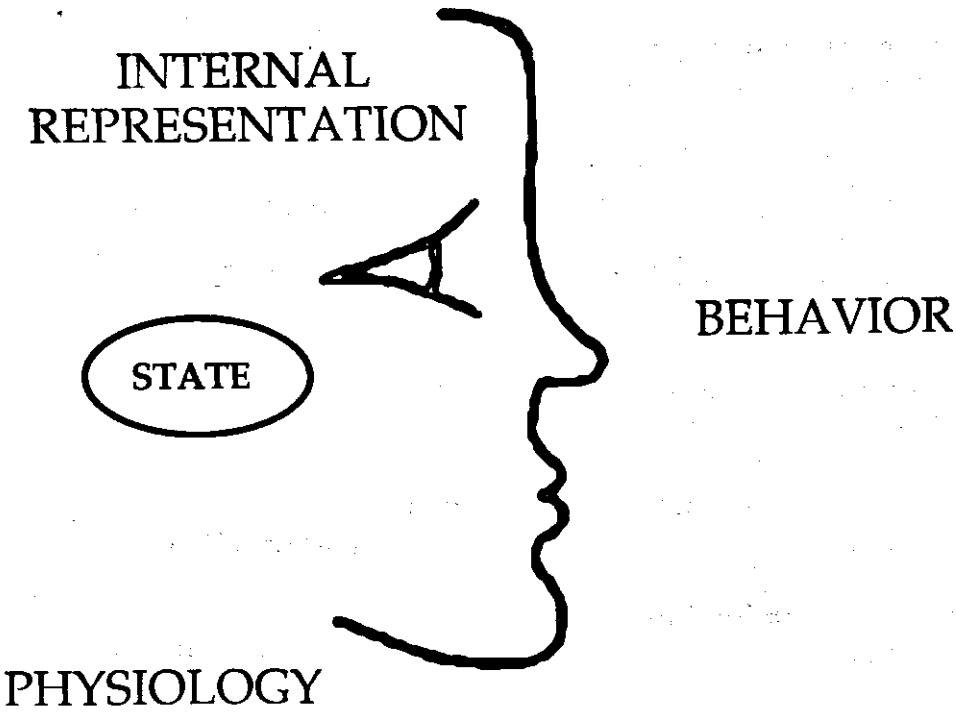

Questions control your focus, and you can control the customer's focus. Whenever you ask the customer a question, or they tell you they want to do something, find out why they want to do it. The why behind their behavior is the true motivation that makes them buy, try, and do anything.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

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KEY WORDS AND TRIGGER POINTS:

- No compelling reasons means failure, limiting beliefs **mean** failure, inability to manage state means failure. Success is: **compelling** reasons to play, empowering beliefs, and state management.

- 3 key questions:

  1. **To find a person's interest, ask what** are they interested in.
  2. To find out a person's motivation, ask why they're interested.
  3. To put a person into a state, ask "How does that make you feel?"

"The greatest mistake a man can make is to be afraid of making one."

- Elbert Hubbard

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SECTION III
THE 10 STEPS TO SALES MASTERY!

PHASE 1
ENGAGE THEM!

STEP ONE
PREPARE! & DO YOUR HOMEWORK!

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Call reluctance occurs when you don't know who you are calling, or what their needs are, and consequently there is fear of the unknown. The more you know, the more power you have.

SIX FUNDAMENTALS OF PREPARATION

1. Prepare in advance enough "must" reasons, enough want, and enough justification for them to buy. Remember, the more your product costs the more justification a person will need. In addition, if you don't get to choose your customer and you are in a retail situation; you still can know the types of customers that call upon you and what their needs are in order to anticipate them.

2. Know all the advantages and benefits that your product provides so you are ready to meet any need that comes up. For example, if you are a realtor, know your property in the area. If you are a computer salesperson, know how to demonstrate software, don't just know how to run the hardware.

3. Know your competition and your advantages over them. Never knock the competition in the customer's eyes.

4. Know all the possible objections the prospect can have and be ready with answers to responses like... "I need to think it over," "It costs too much," "I have no need," "I have no money." Remember Marty Shaffroff, the number one salesman for Lehman Brothers and the number one stock salesman in the U.S., could have gotten five "no's" and the sales process wouldn't even have begun. Also remember, when the person says "no" to you, these objections start the process of reciprocation.

5. Expect the best and prepare for the worst. Rehearse the sale in advance, have a time management plan based on anticipation of cancelled appointments where you are already prepared. Remember, spectacular achievement is always preceded by unspectacular preparation, and what you practice in private you will be rewarded for in public.

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6. Create a demand in advance. Marketing is the art of creating the condition in which the buyer convinces himself... remember the power of scarcity. Create a demand before you get there or it won't be appreciated. Remember the Germezian brothers and their mall. **Value is only what it is perceived to be (baseball cards and stocks).** Scarcity makes things more valuable.

What resources could you use to find out more about your customers more rapidly? Referrals would be an obvious source. What other additional sources do you have? **One of the key elements to finding out about someone you are going to speak to is to find out what other people like about him/her.** Find out from others what benefits they think this person might get from the use of your product . What are the possible objections? What are the three advantages you have over your stiffest competition that you could communicate with congruency?

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SALES MASTERY COURSE
ANTHONY ROBBINS

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KEY WORDS AND TRIGGER POINTS:

- Know your customer and anticipate why they must buy your product now.
- Prepare in advance enough "must" reasons.
- Know all the advantages and benefits that your product provides.
- Know your competition and your advantages over them.
- Know all the possible objections the prospect can have and be ready with answers.
- Expect the best and prepare for the worst.
- Create a demand in advance.
- Never make a cold call again. Harvey MacKay's philosophy of the MacKay 66.

- Sources of information -

  a. Key friend or associates
  b. Newspapers
  c. Club or "watering hole"
  d. Annual report
  e. Stockbroker, banker, lawyer, accountant, or suppliers
  f. Who's Who

"Planning is bringing the future into the present so that you can do something about it now."

-Alan Lakein

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP TWO
TURN ON!

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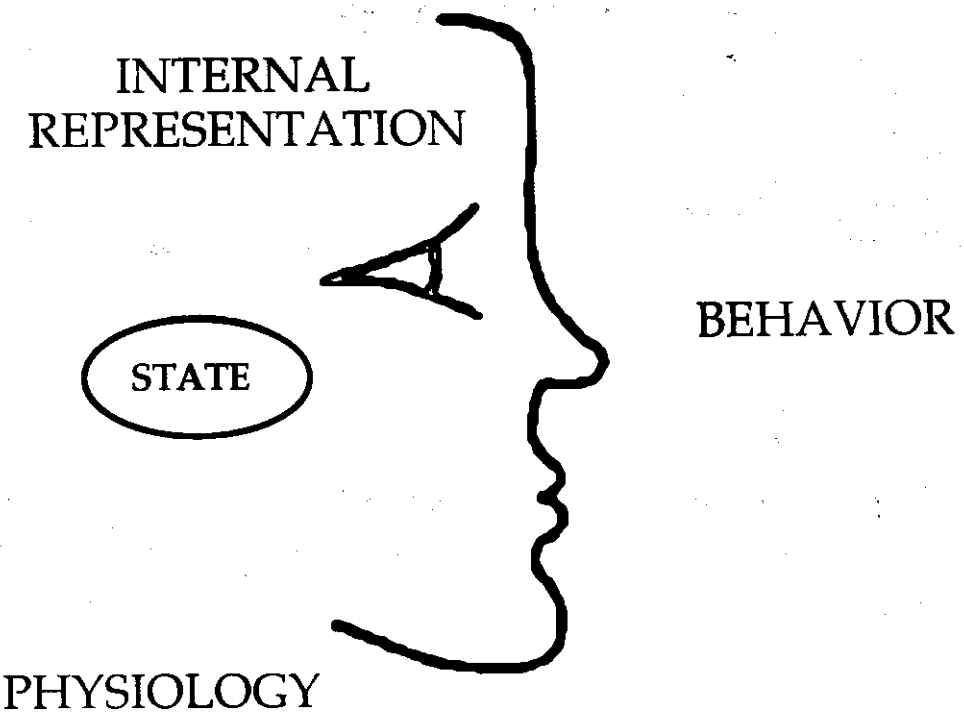
1. Peak performance comes from being in a **peak state**. Know how to anchor yourself for success. From now on **create a word** that will bring you to a peak state and associate that with an anchor, like the word "YES!"

2. By taking a **moment** to consciously **measure the** level or quality of your state, you can immediately increase your performance by using that awareness and by making simple changes in your state. Using a scale from 1 to 10 is more effective than saying "Am I ready or am I not" - life is not just black and white.



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The most effective strategy for peak performance is to push yourself to develop a trigger to snap yourself in a state of absolute passion, energy and commitment at level twelve, so that you relax at level nine or ten. Remember, every time you get in front of the customer the state you are in and the feelings you are experiencing affect the customer. If we fail to turn on, we will begin to reflect the feelings of the customer rather than our feelings. The professional persuader produces and creates a level of feeling and certainty within himself that is infectious. The way to accomplish this is:

You need to develop a results ritual - a way of turning yourself on to get the results you want.

1. Change your physiology radically by using the clapping and "YES!" anchor.

2. You can also use affirmations. Affirmations are worthless in and of themselves. The physiology you put yourself in while you make the statement is what gives it power. I have used this affirmation consistently for the last eight years, with powerful intensity and emotion. It is something to offer yourself in order to whip yourself into a state of power and certainty and knowing that you will be giving a lot to the person you are talking to, and knowing that they will want to hear your message.

TONY'S AFFIRMATION

"I NOW COMMAND MY SUBCONSCIOUS MIND TO DIRECT ME IN HELPING THIS PERSON TODAY TO BETTER THEIR LIFE, BY GIVING ME THE STRENGTH, THE EMOTION, THE PERSUASION, THE HUMOR, THE BREVITY, WHATEVER IT TAKES, TO SHOW THIS PERSON AND GET THIS PERSON _____ (TO PURCHASE MY PRODUCT, INVEST IN MY PRODUCT) SO THAT THEY CAN EXPERIENCE ALL THE BENEFITS THAT THEY TRULY DESIRE AND DESERVE. I WILL DO WHATEVER IT TAKES AND I WILL SUCCEED IN ASSISTING THEM TO MAKE THIS DECISION POSITIVELY NOW."

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3. Use the QSP method - the Questions, Swish pattern and Physiology change method. This is something you can use every day and any time you're on your way to meet with a client.

CRITICAL QUESTIONS ABOUT TURNING ON AND ITS IMPACT

(Answer these questions now - do not pass them up)

1. Do you consistently measure your state in a precise way before you go to see a customer?

2. If the answer is "no," how much money have you lost in the last three years because you have not consistently managed your state? Don't exaggerate, and don't underestimate; include calls you did not make and sales you never achieved. Include calls you made but were not in your most powerful state to close, including call backs you left out, and followup you did not do. How much is the total you lost?

3. How much has it cost you emotionally in additional frustration, regret, anger, upset and lowered self esteem by not managing your state over the last three years? What has been the emotional cost for you?

4. If you continue for the next five years not to manage your state what will the cost be? How will you feel about yourself ?

5. If you were to consistently utilize what you are learning here now and consistently managed your state - by changing your physiology, with the questions you ask yourself, your breathing, your movements etc. - right before a meeting with customers, how will you feel about yourself for the next three years? If you did that consistently every time you got before your customer, what would your career be like? How much money would you make? How much fun would you have?

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The mood meter is designed for you to be able to track your emotional states. At the top of the mood meter you can write the date and time of a particular documentation; it's very subjective but it's a nice way to note where you are. Here is an exercise - if you are experiencing call reluctance, stop and make a note of time and date, put a mark on your mood meter of where you are, then stand up, change your physiology, do a series of swish patterns and ask yourself some effective questions. Then mark where you are on the mood meter again. You'll see a major difference... a great way to notice your ability to change your state. Success is not the process of never feeling down - it's the process of managing your states and getting yourself up to produce the quality of work that you are committed to in your life.

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MOOD METER																												
		Day																										
Value	Mood/state																											
15	Ecstatic																											
14	Triumphant																											
13	Jubilant																											
12	Elated																											
11	Delighted																											
10	Joyful																											
9	Gay																											
8	Lighthearted																											
7	Happy																											
6	Pleased																											
5	Satisfied																											
4	Encouraged																											
3	Cheerful																											
2	Purposful																											
1	Determined																											
0																												
-1	Anxious																											
-2	Worried																											
-3	Lonely																											
-4	Frustrated																											
-5	Upset																											
-6	Disillusioned																											
-7	Downcast																											
-8	Gloomy																											
-9	Downhearted																											
-10	Discouraged																											
-11	Disgusted																											
-12	Depressed																											
-13	Desperate																											
-14	Despairing																											
-15	Miserable																											
Top mood value																												
Lowest mood value																												
Sum = score																												

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

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KEY WORDS AND TRIGGER POINTS:

- Anchor "YES!"
- Level 12!
- Congruency
- Cost of not managing state
- Reward of managing consistently
- Peak performance
- Peak state

"Only you can hold yourself back, only you can stand in your own way ... Only you can help yourself."

-Mikhail Strabo

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP THREE
MAKE CONTACT & GET THEIR ATTENTION

SESSION 1
THE MORE YOU MAKE, THE MORE YOU MAKE!

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The key difference between those people who earn a quarter of a million dollars and those that earn $40,000 or less a year is their prospecting style. The primarily difference is successful people do it! And they do it daily. They do it massively and they enjoy it! They have a specific goal each and every day for the number of calls they are going to make, plus a minimum number of weekly prospecting goals. The first distinction you will find in people that aren't succeeding as much as they want to is that they just aren't talking to enough people to get good, much less to make a large number of sales. There is something to be said for the law of averages... if all you did as a result of this course were to double the number of prospecting calls you made, your income would shoot through the roof and so would your skill.

In addition, these top persuaders grab the attention of the people they make contact with so they make a deeper impact than the average person. By consistently making calls they experience a synergy.

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Five key elements are:

1. Make sure you do prospecting calls daily. Develop the habit of making more calls than you anticipated, and do it each day or at least on specific days during the week.

2. Make it creative, so you don't get bored. Make it fun and playful so it becomes something you can look forward to.

3. Make sure you have a consistent plan for what you are going to say when you do reach a person. Be congruent and effective and be prepared. Then you don't have to think about what you to do once you reach them. You will be congruent and effective.

4. Ask for referrals for every contact, even if they don't buy. As a result, every call you make will still be an opportunity for you to have a sale. Remember, one referral is worth fifteen cold calls.

5. Do it massively. Massive action is a cure all. *Love it!* What stops people from making contacts?

   A. They are not prepared, and so they are afraid.

   B. They are not in state - they are frustrated or tired or weak.

   C. "People don't have the time" - "I'm being interruptive." People always have time if you are interesting enough, and you are an interruption only until you get their attention.

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Ten ways to get people's attention:

SCREAM PIGS

1.	**S**	SMILE
2.	**C**	COMPLIMENTS
3.	**R**	REFERRAL
4.	**E**	EXHIBIT
5.	**A**	ASK
6.	**M**	MYSTERY
7.	**P**	POLL
8.	**I**	INFORMATION
9.	**G**	GIFTS
10.	**S**	STARTLE THEM

The way to get someone's attention is to make a big fat claim that you know you can back up later. An example of getting someone's attention would be, "Sir if we come into your company and put this much money in your pocket you would certainly want to hear about the possibilities, wouldn't you?" Or ... "If there were a way to stop you from losing so much heat and therefore money from your home, you probably want to know about it, wouldn't you?"

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KEY WORDS AND TRIGGER POINTS:

- SCREAM PIGS
- Do prospecting calls daily.
- Make it creative, so you don't get bored.
- Make sure you have a consistent plan for what you are going to say when you do reach a person.
- Ask for referrals for every contact.
- Do it massively.

"Eighty percent of success is showing up."

-Woody Allen

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP THREE
MAKE CONTACT & GET THEIR ATTENTION!

SESSION 2
TELEPHONE POWER!

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The key to effective use oF the telephone is your belief systems. The most successful people in selling believe the telephone is their best friend, that it is a power tool that leverages them. Again, words represent 7%, voice quality 38%, body physiology 55%. Stand up and deliver your message - the position and use of your physical body comes through in your voice over the telephone. **Key to remember:** The purpose of the telephone is to set the appointment. You are calling for a minor decision for a date and time to get together to hear an idea; you're not selling a product (unless, of course, you're in telemarketing!)

Do you feel more comfortable or prefer to see your prospects in person or talk to them over the phone?

3 Keys to being successful on the phone:

1. Get their attention by making a bit fat claim.

2. Sell your idea.

3. Persist!

Reasons for sales rejection over the phone:

1. A phone call is always an interruption.

2. Sales people are often not in state, they are boring.

3. Prospects are afraid the salesman is going to take too much of their time.

4. People most often are not rejecting you or your idea, but the date and time you are asking for. Respond with, "I understand you are a businessperson - that's why I called for an appointment." Be persistent and elegant: "Would Thursday the 4th be a better time?"

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Solutions to the reasons people are rejected on the phone:

1. You must be in state. Put yourself at level ten! Use the QSP method, and ask yourself effective questions. Do swish patterns. **Put yourself in state before you pick up the phone.**

2. **Grab their attention immediately by the quality of your voice.** Be in a fun state!

3. **Don't use the phone because you need an appointment. Only use the phone because you are going to help people benefit from your ideas.**

4. **Make it easy and assume the sale.** It's a very minor decision. Remember, whenever you call for an appointment they are not rejecting you. The prospect is always busy when you want to meet with him/her. 70% of the time they're not rejecting you, it's just the wrong date. So give them an alternate choice.

5. **Persist, take at least 7 no's,** remember Marty Shaffroff's strategy.

Rules of telephone discipline:

1. Chain yourself to the phone and stay focused for a set time limit. Pure focus = persistent power. Being totally and persistently focused creates power.

2. Don't let anything or anybody disturb you. Create block time.

3. To be effective note the number of calls and your close ratio.

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SALES MASTERY COURSE
ANTHONY ROBBINS

TELEPHONE SCRIPTS

Example:

(Ring)

1. Prospect: "Hello?"
   You: "Hello, is this Bob?"
   P: "Yes."
2. Y: "Bob Smith?" (So you have said his name twice.)
   P: "Yes."
3. Y: "Hi Bob, this is Tony Robbins, with Robbins Research."
4. Y: "How are you doing today?" (Pause and check his state and availability at this moment)
   P: "I'm doing fine." (notice his state)
5. Y: "That's great. Bob, are you familiar with our company?" (Again you are asking another question which controls his mental focus, takes control of the situation and checks his anchors to your company all at once.)
   P: "Yes" or "NO"
6. Y: "What we are is_____and what we do is_____." (State a big fat claim.)
7. Y: Qualify him: "What I need to know is _____?"
8. Y: Assume the sale.

Example: "We are The Peak Performance Training Company, and what we do is come into corporations and increase their sales by approximately 25% within a six month period of time. The way we do this is ... (tell them details) But what I'm calling for right now is I need to know how large an organization do you have. Do you have about 15 people?" Assume the appointment.

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The whole key to effect is:

1. Your belief that you are a giver and not a taker. You have to feel like you have real value for the person. The only question for the person is the time to meet, not if you should meet.

2. You are not asking the person to buy anything or make a commitment, you are just asking to expose them to the big fat claim you have made. "If there was a way to _____ (big fat claim) you'd certainly want to hear about it, wouldn't you?"

3. Persist, take a minimum of 7 "No's" - remember Marty Shaffroff.

4. Handle any objections that come up by aligning with the person and then minimizing the objections. Ask for alternate dates again.

5. Have fun!

Harvey MacKay's Close

1. He gets the prospect's secretary's name up front, then he calls her by her first name and identifies himself immediately. "Hello Angela, I'm Harvey MacKay, President of MacKay Associates. I've written Mr. T in the last two weeks and I'm calling from Minneapolis. I'd like to see Mr. T for exactly 300 seconds. I will go as far as Guam or Sri Lanka for just 300 seconds. If I take longer I will donate $500 to a charity of his choice which I believe is the Boy Scouts, isn't it?" (very very powerful)

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THE POWER TO INFLUENCE™

SALES MASTERY COURSE
ANTHONY ROBBINS

5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

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KEY WORDS AND TRIGGER POINTS:

- Persist -- It's a small decision.
- Have fun, be creative.
- Use the law of reciprocation, be friendly and they will be friendly back.
- Keep it simple.
- Make it a light decision.
- Never call when you need an appointment, call because you have something of value.
- Assume the sale.
- Take at least 7 "no's".
- Harvey MacKay's 300 second technique for getting attention.

"The one who says "It can't be done" should never interrupt the one that's doing it."

-Anonymous

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP FOUR
CONNECT & BECOME THEIR BEST FRIEND!

SESSION 1
CARE AND COMPLIMENTS!

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The most important aspect of influence is not closing but bonding. Buyers go through a series of emotional states. First, you must have their attention, secondly, you must have their trust and liking. In order to connect with them you must answer the the prospect's burning question: "Does the salesperson have my best interest in mind?" There is no long-term influence without trust. People don't care how much you know until they know how much you care. People also buy from friends even if that friend is a lousy salesperson. Become their best friend by caring sincerely about their needs. The most powerful salespeople are the ones who learn to care deeply for people they have just met.

COMPLIMENTS CREATE POWER

Compliments create a very real power to bond. Everyone wants to feel appreciated, important and noticed, but not flattered. In order to give an effective compliment that is not flattery, you must do 3 things:

1. Tell the client something you like about them.

2. Justify the compliment by saying, "That is because..."

3. Ask a question about what you just stated, a question which shows even more interest. "What is it that you do to make you so effective in that area?"

Compliments that appeal to what's important in another person's life are the most powerful. There are 13 effective ways to use compliments that can build not only your sales career but also support the people around you in feeling incredibly appreciated and loved. They are:

1. Justify the compliment.

2. Make compliments a habit.

3. Ask yourself questions. What do you like about them or their company?

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4. Give third party compliments: "I was talking to Bob and you should hear the kinds of neat things he says about you."

5. Give the compliments to people in their absence in a complimentary way, and it will get back to them.

6. Don't tell a person what you like unless you really like it - be congruent.

7. Compliment their actions and accomplishments, because those compliments seem real and justified in their minds.

8. Compliment everyone.

9. Don't compliment the obvious, it's not appreciated.

10. Create a bag of compliments you can carry around with you so you can give them out to people whenever it is appropriate.

11. Compliments require attention and effort, so work at it.

12. Everyone has something unique, look for it.

13. Send thank you notes that are complimentary.

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THE POWER TO INFLUENCE™

SALES MASTERY COURSE
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5 QUESTIONS FOR INTEGRATION AND MASTERY

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KEY WORDS AND TRIGGER POINTS:

- Compliments create power!

- Ways to give effective compliments:.
  -- Tell the client something you like about them.
  -- Justify the compliment by saying, "That is because..."
  -- Ask a question about what you just stated, a question which shows even more interest.

- 13 ways to use compliments.

"To say a compliment well is a high art and few possess it."

- Mark Twain

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP 4
CONNECT & BECOME THEIR BEST FRIEND!

SESSION 2
THE MAGIC OF MIRRORING!

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In addition to deep caring and compliments it's important to realize what causes people to be in rapport. People feel responsive to or supportive of each other when they feel they are like each other. A fun phrase for remembering the 2 keys to rapport is: **When people are like each other they tend to like each other, and when people are not like each other they tend not to like each other.** These are generalizations but overall they are fairly accurate. This is not to say that if you are different from other people, you can't have rapport. It simply means the more differences people perceive between you and themselves on major emotional issues, the less rapport you will have. Most people try to develop rapport through the use of words, the weakest tool you have. The most powerful tool available for bonding is the process of matching and mirroring - that is, becoming like the person you are with through the use of your voice and body. Matching and mirroring creates alignment between the two of you and a guarantee that they will feel you are like them. Therefore they will like you!

The process of pacing and leading is a way to influence behavior. If you will use the same kind of language as the person you are speaking with, you will create rapport in a very short period of time. Remember the modalities and character traits of someone in a visual state, auditory state, kinesthetic state, or digital state.

Telling the truth is the ultimate rapport builder and if you do a good job becoming their friend, they will help you make the sale. If you have to close hard in the end it means you haven't done the job up front of creating a real bond. If you do a good job of becoming their friend, they will help you make the sale and be happy to do so. The real key to successful selling is **not** "can you sell someone," but "can you persuade them to purchase your product, and have them enjoy the process of giving you the money." That's real salesmanship! To be effective you must:

1. Know your outcome
2. Take action
3. Know what you're getting
4. Have sensory acuity
5. Change your approach until you succeed

Remember to be flexible. The person with the most choices in the way they respond to the people around them will be in control in any situation.

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KEY WORD AND TRIGGER POINTS:

- Trust equals influence.
- Professionalism: Put the prospect's interest first, last and always.
- People buy from friends, even if they are lousy salespeople.
- Become their friend.
- Make complimenting a habit.
- Matching and Mirroring.
- VAKAD.
- Have fun and connect with people.
- Connect - that's what life is all about.
- Put their interest first, not yours.

"Take the trouble to stop and think of the other person's feelings, his viewpoints, his desires and needs. Think more of what the other fellow wants, and how he must feel."

-Maxwell Maltz

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP FIVE
CREATE INTEREST

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The key to this step is not to continue your presentation until you have them hungry to hear it. The key to creating interest is to ask questions. Ask questions that will focus the prospect's interest on desires that are not being met, and the consequences or problems they are already aware of. Remember, if they have no thoughts of a problem, there is no need to think of a solution (which is what your product needs to be). To be effective, the prospect's problems and dissatisfaction must be clear and in focus in their minds. The way to create stronger interest is to describe their problems back to them in detail. The more you talk about it, the more it convinces them of their need. Again, instead of trying to grab interest just by talking, grab interest by asking strong questions. When you ask a question that forces the prospect to think and reply, it creates a two-way conversation and shifts the tension and pressure off of you. Remember, selling the hurt associated with what they are missing out on always deepens an existing interest. The way to grab their attention is to drop "units of interest" on their minds.

"Units of Interest" are made up of six steps:

1. Make a big fat claim. (Make sure you prepare and do your homework first!) Your big fat claim must be based on something (a benefit or result) that the prospect is truly interested in already. Also, make sure it's a claim you can back up!

2. Back up your claim. Use **BECAUSE**, and offer a fact (remember the power of "because").

3. Use the language, "Which means to you..." and then offer another benefit.

4. Say, "And what that really means to you is..." and state a more direct emotional benefit.

5. Support your claims. Say, "And the reason I say that is ..." and offer evidence to back up your big fat claim. Simple evidence.

6. Get permission to probe. Say, "The purpose at this time is to get your answers to a few questions. Do you mind if I ask them?"

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Some ways of demonstrating and giving evidence for your product can be discovered through the acronym DEFEATS.

Evidence DEFEATS Disbelief

(This is a tool to utilize so you can give evidence to back yourself up when ever you need it.)

D Demonstration
E Example -"Tell us some more" story
F Facts
E Exhibits
A Analogy - compare two unlikes
T Testimonial
S Statistics

Again, make them hungry to hear what you have to say. Grab their interest with a big fat claim, and get permission to move to the enrolling stage - permission to begin to qualify them. We now move into the enrolling stage where we learn to probe for problems and magnify the hurt.

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KEY WORDS AND TRIGGER POINTS:

- Unit of Interest
- "Because"
- "Which means to you ..."
- DEFEATS
- Unit of Conviction

"The will to do springs from the knowledge that we can do."
-James Allen

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SECTION III
THE 10 STEPS TO SALES MASTERY!

PHASE TWO
ENROLL THEM!

STEP SIX
QUALIFY THEM: PROBE FOR PROBLEMS & MAGNIFY THE HURT!

SESSION 1
QUESTIONS TO QUALIFY - NWWAM!

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To effectively persuade someone, you must know who you are dealing with. You must have an emotional blueprint. This aspect must be completed as quickly as possible. It is insane to make a presentation without it. If you do, you are running blind and you are liable to smack into a wall of rejection.

You want to qualify the prospect in your sales call or during your interview by asking several questions that will determine his or her primary needs, interest, and beliefs. The purpose of this is to eliminate call reluctance. The more you know about a prospect before the call, the more eager you will be to see him and the more confident you will feel about the interview.

The key is understanding how this person reasons. What are their beliefs, how do they look at the world, and what are their needs? As soon as you know this information, you have tremendous power and very little fear of being rejected. You will know how to anticipate the way they think.

Don't attempt to challenge someone's beliefs. Often a prospect's beliefs about what you are trying to sell him can be as deepset as his own religious convictions. You can't change someone's religious beliefs in a half hour presentation, so don't expect to change his beliefs in the interview. Instead, as a professional salesperson, make your ideas consistent with the prospect's beliefs. Align and redirect.

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The five primary questions you need to answer are known as NWWAM.

N Needs
W Wants
W Wounds
A Authority
M Money

1. What does the prospect really **need?** (People don't usually buy what they need, they buy what they want.) If you can meet their needs and their wants, you give them the ability to justify purchasing the things they desire.

2. What does the prospect really **want?** What is the emotional desire that needs to be met? Example: A person may need a car because it is good transportation. But what they want is the fastest car on the block, because it will give them not just a car but prestige, and want is a greater drive than need.

3. What is their **wound?** What does the prospect have pain about? What do they feel like they really want but aren't getting out of life? Remember, people are more motivated to avoid pain than to gain pleasure. If you can open a wound and show them how to heal it through your product, you have a very motivated buyer.

4. Do they have the **authority** to make the decision? This is critical information you want to find out right up front, rather than after you have made a presentation.

5. Do they have the **money?** If there is no way for them to get the money, you are wasting your time.

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6. Why do they want these things? It's not enough just to know they want a particular car but why they want it. That will tell you their beliefs, and **how** they know when they are getting it, which will tell you a little about their evidence procedure. How do they know if a car is fast? Is it because it goes from zero to sixty in 5 seconds? What kind of evidence do they need? Is it the feeling in their body when they jump in it? Is it what other people say about it?

In a qualifying procedure you are looking for ERBNs and LRBNs. You are looking for the emotional reasons that you could use to cause them to want to buy now, to create a sense of urgency. And you are looking for the logical reasons to buy now, the ways that they could justify making the purchase. So there are the 5 Primary Questions: NWWAM and Why and How.

Two reasons the prospect doesn't buy is:

1. They are not aware that there is a problem.

2. They are not sufficiently disturbed by the problem. Your job is to disturb them. Get them emotionally stirred up about what they are not getting.

Again, with this much information you will feel prepared, strong and excited, rather than worried and tentative. You will know what kind of impact you will have in advance.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

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KEY WORDS AND TRIGGER POINTS:

- NWWAM Why and How - Needs, Wants, Wounds, Authority, Money, Why and How
- ERBN - Emotional Reasons to Buy Now
- LRBN - Logical Reasons to Buy Now

"As a general rule the most successful man in life is the man who has the best information."

-Benjamin Disraeli

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP SIX
QUALIFY THEM: PROBE FOR PROBLEMS & MAGNIFY THE HURT!

SESSION 2
VALUES: THE ULTIMATE MOTIVATORS!

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All human behavior is driven by values and beliefs. What are values? Values are the states of pleasure or pain we hold as most important versus least important. Very simply, there are 3 distinctions about types of values that you need to make:

1. Means values
2. Ends values
3. Hierarchy of values

Let's begin with number 1. You need to know what a means value is. Often when you ask people what is most important to them, they will say things like "money" or "family" or "cars" or "a relationship." This is not what they value most. These things are **means** to an end. This is what they see as a vehicle to get what they really value. And what people really value most, the targets of their life, are states of pleasure they want to have more of, and states of pain that they are trying to avoid. Those are known as **ends** values. In other words, ends values are the states we value most, either because we want to experience them, or because we want to avoid them at all costs. You might want money. The reason that you want money is so it will give you more freedom or more security or more power. So freedom, security, and power are examples of ends values because they are states that we want.

The only reason that we do anything is to try to get some level of pleasure or to avoid some level of pain. When discovering and blueprinting your client, if they tell you they want something like "a relationship," you need to find out what they want the relationship for. Some people think they want a relationship, then they get into one and find out a relationship is not what they really wanted. What they wanted out of the relationship was some kind of feeling. Maybe it was security, maybe it was love, maybe it was freedom, or maybe it was passion. But you need to find out what the motivating force was, what was the deepest value was, the end value this person was going for.

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Even with end values, there are two more important distinctions to make. There are **towards ends values**, that is, states of pleasure that we value very deeply and we want more of. And there are **away from ends values**, those states that we value because they are so painful we want to avoid them at almost any cost. If, for example, you know that the number one moving towards value a person has in life is to be accepted and a number one moving away from value is not to be rejected, you now know, and have an emotional blueprint for, what motivates this person's behavior in life. You also know that you will want to make sure you are conscious of this prospect's needs when selling your product. You want to show him how, by buying your product, he will be more accepted by large numbers of people that are important to him and how he will actually experience less rejection. You also know his fear is that if he buys, somebody may think he made the wrong decision and reject him, and that is probably his greatest fear. As a salesperson you should handle this fear in advance.

Let's look at another scenario: Someone's number one moving towards value in life is contribution, and the number one value they are trying to move away from is feeling bored. It is clear that you want to sell your product in a way that will actively make a difference while simultaneously remaining interesting. Once you know who you're dealing with and what the twin targets of their motivation are, 75% of the sale is over because you know exactly what to give them through your product or service.

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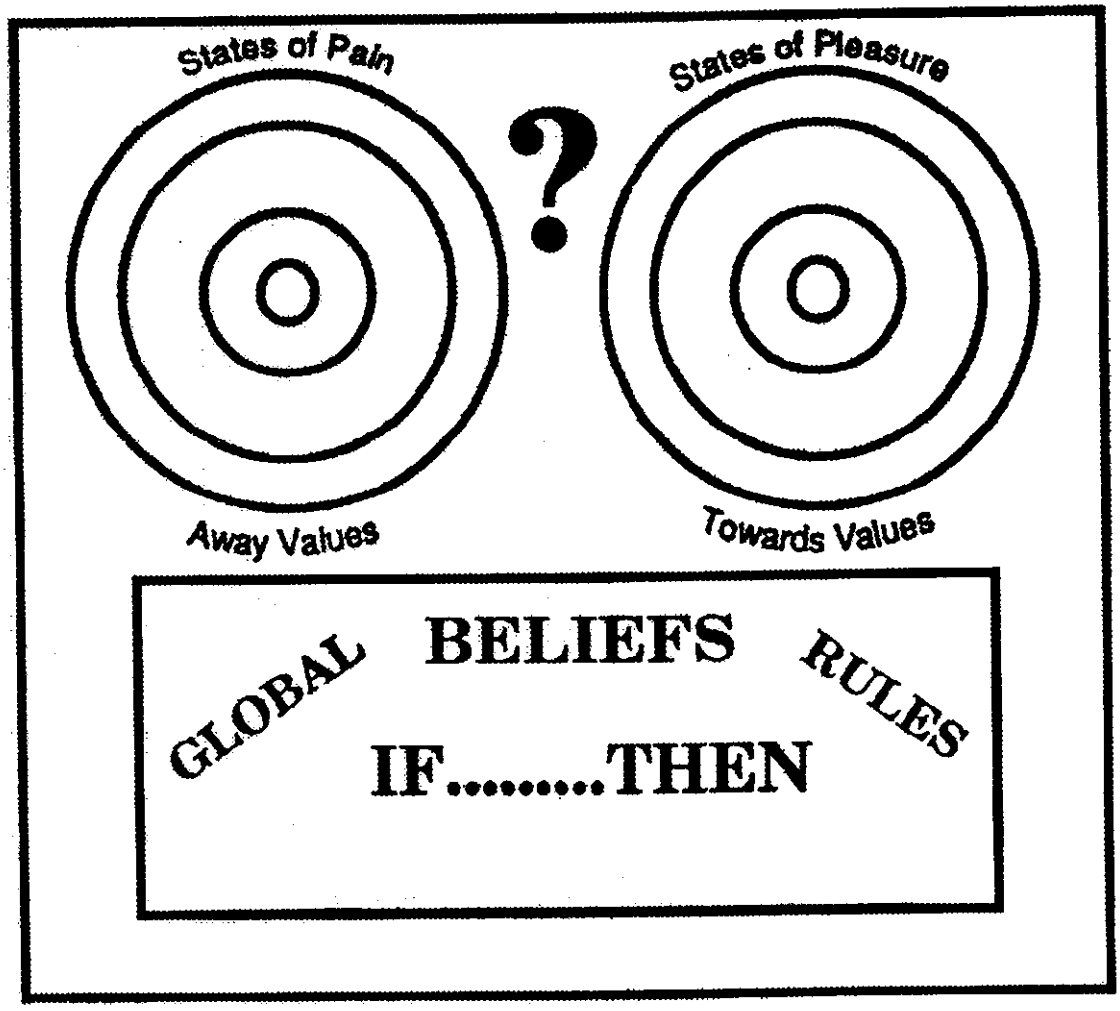

"Success in life is the result of good judgment.
Good judgment is the result of experience.
Experience is often the result of bad judgment".

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The key element in probing for problems and magnifying the hurt is this: We need to know who we are dealing with so we can meet their needs. What's going on with that person? What do they really want? Knowing this information will allow us to determine what is missing from their lives. The reason we want to magnify the hurt is because we want to focus their attention on the things that they already have pain about. We want to focus on the pain and magnify it enough that they are now motivated to take action to make a change. Our product will be the solution.

IN ORDER TO DETERMINE SOMEONE'S VALUES, THE KEY QUESTION IS: What is the most important thing to you in life?

This will establish "towards" life values. For example, someone might say, "What's really important to me is love, joy, money." Remember, if they say money, ask them "What does money give you?" That will give you the ends value rather than the means value. If you wanted to find out their values in buying a car you would say:

Salesperson: "What would be most important to you in buying a car?"

Prospect: "What's most important about buying a car is speed."

Salesperson: "What does speed give you?"

Prospect: "A sense of power."

So you know what they want from a car; power and speed are the means. The Buying Strategy behind human behavior comes down to values and rules: the state we want to get and the beliefs or rules we have about what we need to do in order to make it happen or feel fulfilled.

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HIERARCHY OF VALUES

All states are not created equal. In order to determine a person's ends value when they give you a means value, ask a question. For example, if they say, "What's most important to me is football," ask, "What does playing football give you?" If they say something like "power," "friendship," etc., you now know what ends values really motivate them in their life.

IN ORDER TO FIND MOVING AWAY FROM VALUES SIMPLY ASK THE QUESTION(S):

- What would you do almost anything to avoid?
- What are the things you would like to avoid at all costs in a transaction with other people?
- What are the feelings or states you don't want to feel in life?
- What are the feelings or states you want to avoid in life at almost all costs?

Remember - you are not selling a product, you are selling states. People buy their wants, their Emotional Reasons to Buy Now (ERBN), not their needs. Decision making is the weighing of consequences.

Now let's take a look at the second element that effects our behavior: the values of the target or how we go about meeting the target. The way we go about achieving the states we want is based on our beliefs or our rules. For example, two people might value respect but they have different rules for what you do if you respect someone. One person never raises his voice because his rules dictate, "If you can't say something positive then you don't say anything at all." Another person says, "If you respect someone you have to be honest with them and express yourself fully and openly, and not hide any emotion. If you don't do that, then it means that you don't respect them." So you see, you can have similar or the same exact targets, but have different ways of going about it. This is why people even with similar values often behave so radically different.

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The way to get somebody's rules is to ask the key question: "How do you know when your value is being met?" What has to happen for you to know you are experiencing respect or being respectful, for example?

In order to effectively persuade someone, you want to know who you are dealing with:

1. **You want to know two or three of their key life values, and their rules (what it takes for these to be met).**
2. **You also need to know two or three of the values they have around your product and what their rules are for knowing that these values are being met.**

If I were going to sell someone an investment, I would first find out some life values and ask questions like "What's really most important to you in life? In order to do a great job for you, I'd just be curious - what is really most important to you in life?" His answer is "success". Now we have a life value.

Now let's say we want to find out a value he has around making an investment. We would say, "So what is most important to you in making an investment?" His answer is "the return." Then we would find out his rules for "return". We'll say, "Well, what has to to happen for you to know you're getting a good return?" or " How do you know when you're going to get a return that you want?" His answer is "28% annually." To find out additional values in terms of investment, you'd say, "Well, what else is important to you making an investment?" He says "security". "How do you know if it is secure?" His answer is that it is "guaranteed by the broker." By asking these kinds of questions, we now know what he wants most in life is to succeed. In investment, what he wants is a huge return that is absolutely guaranteed. This is information that we might want to know up front so we know how to persuade this person or reeducate them into the realities of the investment world.

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Again, it is important to see what is most important to him, the return or the security. It will make a huge difference in how you are going to sell to this man, depending upon what he values most.

Finally, once you know his values, it is very simple to motivate him. You begin to disturb him by saying, "Are you making 28% now any place?" "NO." "Well, how much money are you losing by not investing? What would be a good time for you to get started on creating the future you want, and getting the benefits you desire? If you don't do this for the next five years, what would the impact be for you? Do you feel secure now with no investments?"

All these questions are designed to probe for the problem and stir them up emotionally.

A simple way of doing this is to use the formula you have already learned to create interest. You grab their interest and you say, "The purpose this time is just to get your answers to a few questions. Do you mind if I ask them?" Now you have their interest and they will answer your questions. Or you could say, "I'm not just a salesperson who comes in and does a wham bam job with you. I really want to get to know what your real needs are. Could we spend just a couple minutes so I get an idea of what is most important to you, so I can utilize that information to really assist in making this program work for you?" All you need to do is give people a "because", a reason that is in their interest for them to answer your questions. Most people will answer your questions as long as you also have rapport and their interest.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

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KEY WORDS AND TRIGGER POINTS:

- Means values
- Ends values
- Hierarchy of values
- Towards values - "What is the most important thing to you in life?"
- Away from values - "What would you do almost anything to avoid?"
- Global beliefs - "I am," "People are," "Life is"
- Rules - "If - then" beliefs

"To succeed in a business, to reach the top, an individual must know all it is possible to know about that business or his client."

-J. Paul Getty

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP SIX
QUALIFY THEM: PROBE FOR PROBLEMS & MAGNIFY THE HURT!

SESSION 3
THE POWER OF PSYCHIC WOUNDS!

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FIVE AMERICAN LIFESTYLES

Advertisers seek a psychic wound in each category:

1. Belonger - Traditional American, Midwest work ethic, bluecollar, extremely patriotic, does not like change, stability, largest lifestyle group in America

   PSYCHIC WOUND: Traditional family images are being lost, feeling of separation

2. Emulators - 17-38 years old, object is to emulate people they perceive as being successful, number one thing he/she wants is confidence, sexuality

   PSYCHIC WOUND: Lack of confidence

3. Achievers - based on economics and performance, $50,000+ income, wants to be unique, wears designer signature clothing

   PSYCHIC WOUND: To be one of many

4. Societally conscious - need to be intelligent, outdoors oriented, environmentally concerned, conscientious citizens, concerned about the nuclear issues, homeless, etc., don't trust governmental agencies and authorities. Age 35-40, integrity a high priority, sense of a mission, sense of making a difference, contributing to society itself. More college graduates and graduate students in this category than in all others combined.

   PSYCHIC WOUND: They will do anything to avoid being seduced by the system

   a) Experientials

   b) Societally conscious

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5. Need-driven Americans - live at poverty level, not marketed to by advertising, social security recipients or welfare recipients

6. Integrated - Societally conscious/achiever - people who are commited to integrity and making a difference in the world, and commited to achieving unlimited income simultaneously. Success is measured by both standards

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5 QUESTIONS FOR INTEGRATION AND MASTERY

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KEY WORDS AND TRIGGER POINTS:

- VALS system
- Belongers
- Emulators
- Achievers
- Societally conscious
- Need-driven
- Integrated

"Listen to a man's words and look at the pupil of his eye. How can a man conceal his character?"

-Mencius (3rd - 4th Century, AD)

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP SIX
QUALIFY THEM: PROBE FOR PROBLEMS & MAGNIFY THE HURT!

SESSION 4
DISCOVER YOUR CLIENT'S BUYING STRATEGY!

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METAPROGRAMS

1. Towards and Away

Question: What do you want in a job (or product)?

This sort has to do with the direction in which you usually move, towards or away. Toward people are more motivated by desires, away from people are more motivated by fears. To motivate someone who moves toward, give them a goal or reward - a "carrot." For example, "If you decide to buy this item now, your profits will increase 50% in the next quarter alone." To motivate someone who moves away from, give them something big and negative - the "stick." "If you don't take advantage of this opportunity now, you will continue to be handicapped by an outmoded, outdated communications system. Do you really want to lose all those potential customers?"

2. Possibility and Necessity

Question: Why did you choose your present job (or product)?

Some people are motivated by seeing the possibilities in a product or a situation. Others are motivated only when they see the necessity of buying or changing. Possibility people will give you reasons when you ask them why they chose something. They look for opportunities, potential, what might be. When you present your product to a possibility person, show them all the options; ask them how many ways they can see your product or service will fit their needs. For someone motivated by necessity, the world is a place of rules and limits. Most of the time they act only when there is a clear necessity to do so. Instead of presenting reasons or possibilities to a necessity person, ask them, "What would you have to know in order to purchase my product today? What would have to occur for you to see the necessity of this investment?"

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3. Internal and External

Question: How do you know when you've done a good job (or you've made the right decision)?

This metaprogram is concerned with where a person's judgment is located - within him/herself, or outside. Does the person know inside themselves that they've done a good job/made the right decision (internal frame)? Do they have to have other people tell them (external frame)? Do they need both an internal feeling and external feedback to know they have done a good job (balanced)? If a prospect has an internal frame, you need to find out what's important to them and then describe your product with those criteria in mind. An effective comment for someone with an internal frame is, "Only you will know that this is right for you."

Someone with an external frame needs to know what other people think of the product or service. Using testimonials ("Joe Smith, President of X Electronics, bought this system and wrote me this letter recommending it") and statistics ("70% of the communications industry today is using a system just like this one") are two effective ways to present your product to a person with an external frame.

Balanced people have an internal feeling and then check outside to confirm their certainty. You can use a combination of the above techniques for those with a balanced internal-external frame.

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4. Generalities and Specifics - Chunk Size

Question: If we were going to do a project together, would you like to know all the details first or the big picture first? Which would you really have to know - the big picture or the details?

People absorb information in a specific syntax. Some people cannot absorb details until they know the overall target - the "big picture." Others are overwhelmed by the enormity of the goal and want to deal with the details first. Your job as a salesperson is to discover the way your prospect "chunks," or breaks down, information, and then to present your product in a compatible fashion. For someone who needs the big picture first, tell them the overall benefits your product will give them, and then talk about the specifics of price, amount, size, timing, etc. If your prospect wants the details first, give him/her the specifications of your product; show him/her how it will impact on different areas of life or business, and then show him/her the total benefits your product will produce. As a top notch communicator, you need to be able to chunk in whatever way your prospect is comfortable with.

5. Past or Future

Question: What's most important to you: a product's past performance, what the product can do for you right now, or what it will do in the future?

How we orient ourselves in time is one of the most important metaprograms. This determines where our primary focus will be in processing information: past, present, future, or atemporal.

- Past - These people refer to their past experiences to provide a frame of reference for new information. When presenting your product or service, emphasize the product's proven track record, or find out if the client has used a similar product in his/her past.

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- Present - Present-oriented people are interested in now; they are often open to new experiences and products as long as they can have them immediately. When selling to a present-oriented person, a demonstration of your product will often create good results. By the way - you'd better have a sample on hand and be able to promise immediate delivery!

- Future - These are the clients who want to know the future benefits of your product or service. Show them the long-term improvements your system can give them, or paint them a picture of their kids growing up in the house you want them to buy.

- Atemporal - Atemporal people seem to live "outside" time; past, present or future have little motivating power to them. Many scientists fit into the atemporal mode. If you are selling to an atemporal person, use other metaprograms as your motivating tools.

6. Convincer strategy (2 sections)

A. Representational System

Question: How do you know a co-worker is good at his/her job? What would it take for you to know this product is right for you?

In order to be convinced of something, we need to have the evidence presented in a certain way - in a specific representational system.

- Does this person have to see Jane Smith working in order to know she is doing a good job? For this prospect, you want to show them your product - with brochures, demonstrations, etc.

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- Does this person need to hear from other people what a good job Jane Smith is doing? This person would need to hear about your product, from you or from other people.

- Does this person have to work alongside Jane Smith and get a feeling about the way she works? For this prospect, you'll want to give them "hands-on" experience of your product, or even give them the product or service on a trial basis.

- Does this person need to read about the good work Jane does, in a report or letter of commendation? You will want to give these people testimonials, newspaper articles, reports on your product, etc.

B. Demonstration Sort

Question: How often does someone have to demonstrate to you they are doing a good job before you're convinced?

This question discovers the time frame and frequency of occurrence that the person requires in order to be convinced.

- Automatic - This person assumes someone is doing a good job unless shown otherwise. Someone with an automatic sort is a salesperson's dream, for he/she will buy readily - but watch out, because they will buy just as readily from the next person too!

- X number of times - "John Smith has to do a good job 5 times before I'm convinced he's a good worker." "I have to see it work 3 times before I'll believe you." When selling someone a home, for example, if they have a demonstration sort of 5 times, show them 4 other houses before you show them the one you think is what they really want.

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- Period of time - "If it works for 6 months, then it's good." "After he's been on the job for a year, then he'll be competent." An effective strategy for selling someone with this demonstration sort is to give them the product on approval, or to leave your literature/reports with them for a while and then call upon them again.

- Consistent - A salesperson's nightmare: you have to prove it to him/her every single time. Be prepared, if you have a customer with a consistent demonstration sort, to answer the same questions over and over again and be ready to answer new objections as well.

7. Cost and Convenience

Question: Which is more important to you: that this product is cost-effective (or inexpensive) or that it makes things easier (or more convenient)?

During the Depression of the 1930's, people had to be far more cost-oriented since there was so much poverty. As the century has accelerated and we have all become so much busier, convenience has become more important to many. Where your prospect falls in this continuum can be a major factor in the decision to buy. Your awareness of this sort will help you decide which aspects of your product or service to emphasize. For the cost-conscious, you want to show them the long-term savings, or the excellent financing plan which allows for small payments over time, or the fact that the cost of your product is going up next month and you can offer them a great deal right now. If your prospect is more convenience-oriented, point out all the extra features of your product, all the service you and your company will provide, the savings of time and effort which your product will produce.

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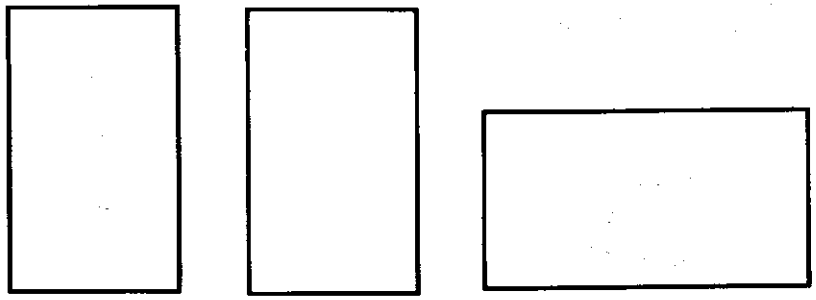
8. Sameness and Difference

Question: What is the relationship between these 3 boxes?



or What's the relationship between what you're doing now, and what you were doing a month ago (or a year ago)?

This sort is one of the most prominent ways in which we filter and comprehend the world around us. Some people, in order to understand something, will look at the similarities. They will match what you're saying with what they know, or they'll match pieces of data to each other. Some people will look at the differences first and find all the ways this does not match that. Then there are people who do a little of both.

- Sameness - These people see three boxes, all the same. They look for similarities to what they already know and experience, and in the process delete everything that's different. Sameness people represent 10% of the population. In selling to a sameness person, you want to show them how your product or service fits into what they already have, or the ways in which it is the same as something they know.

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- Sameness with Exception - The largest group, about 55% of the population. They see the sameness first, then the difference - "There are 2 boxes upright and 1 box on its side." Comparisons work well with this group. You want to use words like "more," "better," "newer," etc., thereby relating what they already know or have (sameness) to what your product will add or enhance (difference).

- Difference with Exception - Comprising about 25% of the population, these people see the differences first, then the similarities. "One box is at a 90-degree angle to the other two." An effective way to present your product to this person would be to give them all the ways in which this product is new and different, and then say, "Of course, it will still do all the things your current system does."

- Difference - "Those boxes are all completely different - there's nothing the same about them." These people will look at a situation and immediately see what's wrong or what's out of place. They make up 10% of the population; many successful lawyers and accountants fall into this category. If you point out to a difference person all the ways in which your product is completely different, totally new and will be an enormous change for them and for their organization or family, you will get their attention. If you further let them know that you will make sure that they get the latest changes, updates and improvements as soon as they come out, you will be that much closer to making the sale (difference people need a lot of change).

Remember that these patterns can change depending on a person's state of mind or emotions. It is also vital to remember that metaprograms are generalizations - if you are right handed, it doesn't mean that you don't use your left hand. The use of the right is just a stronger pattern.

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In the beginning this may seem like a lot of information, but like anything else at one time it was difficult. Remember when you learned to drive a car? Today you do it effortlessly and you don't have to remember consciously all those little details. The same is true here, and pretty soon you will be effortlessly doing this. The key is to commit. Discover at least two metaprograms of each customer you meet with each day for the next 10 days.

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6 QUESTIONS FOR INTEGRATION AND MASTERY

1. If a person's primary strategy is moving away from, would you:

   A. Continue to show them why they should buy now to gain some benefits?

   B. Share things that they will miss out on if they don't take action right away?

2. If a person has an external frame of reference, should you:

   A. Tell them what they should do and give them direction?

   B. Tell them that you know that they know what is right for them?

3. Is it possible for a person who is someone who moves towards to only do so when they think something is necessary? Is it possible to have a moving toward person also have a necessity frame of reference?

   A. Yes
   B. No

4. If you have a mismatcher and you are trying to sell them a product, what is the best way to deal with them?

5. What is the best way to deal with a person who is completion oriented?

6. If you take a person who's major focus is on the large strokes and you tell them lots of details:

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KEY WORDS AND TRIGGER POINTS:

- Does the person have a general or specific focus?
- The size of the chunk they pay attention to makes a huge difference in how people get along. People who are into the big chunk dislike details, and people who are into details dislike people who do broad strokes. They don't think it is being intelligent.
- People who are "past" oriented buy stocks on their past performance. "Future" possibility people are blue-sky oriented. They are willing to take the bigger risk and get the bigger win.
- Most of America is convenience-oriented while other parts of the world are cost focused. For example: In car sales, most people mention cost as the major factor, yet most automobile dealerships will tell you that with a list of additional comfort features and benefits, convenience usually will override the cost concern.

"If you want to persuade people, show the immediate relevance & value of what you're saying in terms of meeting their needs & desires."

-Herb Cohen

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP SEVEN
CREATE CONVICTION & TEST CLOSE!

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The whole purpose of this step is to convince the customer he is justified in buying. The purpose of creating conviction is to present facts or features about your product to the customer in terms of his benefits so that we can prove with evidence that buying is the right choice, and to get the customer to commit to us with conviction that these benefits are ones they want and need. There is no guarantee when you tell a prospect about some of the features of your product that he/she will see those as benefits. It's up to you to clearly mark them out. Have you ever had a situation where you told someone what you thought were great features of your product and they turned them back into objections for you? Or did a prospect not even see them as benefits at all? The packaging of features as benefits that the customer agrees are important is what a unit of conviction is all about.

How do we convince the customer he is justified in buying?

1. Through congruency. Your own level of belief or certainty will convince people most. Congruency happens when what you are saying on the outside is what you are also feeling on the inside. The way to have congruency is:

   A. Condition yourself in advance to have the greatest amount of conviction about your product. You can't influence someone else unless <u>you</u> have been emotionally influenced. One way to do that is to create an affirmation. Example: "I now command my subconscious mind to direct me in helping this person to better their life by giving me the strength, emotion, persuasion, humor, whatever it takes to show this person and to get this person to invest in this product in order to better their life now."

      When two people meet and discuss something, the person who is most congruent - has the most convictions - ends up influencing the other person in the long term.

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How do we build units of conviction?

Again, a unit of conviction is a nicely packaged set of reasons for that person to feel more justified in buying than not buying. How does it work? It is a 7-Step Process.

7 STEPS TO CREATING CONVICTION

1. **You make a big fat claim**, a claim about a fact or feature about your product. Example: "We could save you $300,000 dollars a year in accounting savings alone ... "

"BECAUSE ..."

2. **State a fact:** " ... because of the unique processing feature on our new computer chip which processes 50 times faster than anything else on the market place."

"WHICH MEANS TO YOU ..."

3. **State a Benefit**: "Which means to you the ability to shrink the size of your accounting department without giving up any of the accuracy or speed."

"AND THAT REALLY MEANS TO YOU ..."

4. **State a Benefit**: "And that really means to you major financial savings as well as the opportunity to fund the special projects that previously you had to hold back from lack of capitalization."

"AND THE REASON I SAY THAT IS ..."

5. **Give them evidence in the form of "DEFEATS", give either a demonstration, an example, a fact or a testimonial act.**

6. **Permission to probe**: "My purpose at this time is to get your answers to a few questions. Would that be all right?"

7. **Test Close**: "In your opinion, do you feel that being able to save that kind of capital would be something important to your company?"

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A test close is an opinion-asking question. Do they feel something is important and they say "yes"? Now that they have told you that, you have a sack of conviction you just placed on the side of their teeter totter that is going to make them want to buy more. You have one unit of conviction at this point. You can make another claim by saying, "In fact, in addition to the money we will save you, we can also do _____(something else), because of _____ (some other fact or feature), which would mean to you _____ (a benefit), and which really means to you _____ (another benefit). But let me ask you, is that something that would be really important?"

You can keep stacking sacks of features you have turned into units of conviction. You've turned them into a claim that got their attention, you told them a fact or feature, and you locked it into two benefits. You told them you have evidence, got permission to probe, and then asked them if it is really important. As soon as they said "Yes," you said you could deliver it and you kept stacking reasons. What you did was to build a large set of bags of Emotional Reasons to Buy Now (ERBN) and Logical Reasons to Buy Now (LRBN). You were giving them justification.

The main question I have for you is this: How many facts or features do you have for your product or service? You may say there are only two or three unique features. Remember the story about selling the tapes for Jim Rohn?

THE TEST CLOSE IS AN OPINION-ASKING QUESTION: A CLOSE IS A DECISION-MAKING QUESTION.

There is a big difference in how people respond to decision making questions versus opinion-asking questions. Opinion questions are not so heavy, and people are more apt to respond to them. In doing so they are giving you a commitment, but it doesn't feel as strong. The key words to use to soften a closing question into a test close are:

"In your opinion do you feel?"

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Normal closes would be like "Do you **like** it in blue or green?" "Do you want to start on Thursday or Friday?" "Do **you** want 150 or 250 of these things?"

Ways to turn these into test closes would be to say: "In your opinion do you feel like?" "If you were going to go ahead would want to do it on Tuesday or the following Thursday?" "In your opinion if you were going to go ahead with this, would you want 150 or 250 - what do you think you would do?"

People will answer these questions. What a test close does is let you find out where the buyer really is in terms of purchasing. You will notice if they respond in a cold way or warm way or hot way, ready to buy right away.

Test closes tell you when to close, which, by the way, is much more important than how to close. They help you to get the "no's" out early and take away the risk of rejection. The key words you can use, whenever someone starts to give you rejection, are, "Well just suppose if we did work that out, could we then go ahead and make this work?" **Just suppose** is a key word, that helps you to use test closes.

The ABC's of closing are **Always Be test Closing**. You don't want to wait until the end, you want to ask people right up front. "Is this something you would be interested in buying?" "Absolutely, I want to buy, let's do it right now." You may not have to make a sales presentation, they may be ready to buy right now.

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Test closes tell you exactly where you are and when to actually close. You should test close after every step. There are three types of test closes:

1. Opening test closes: This question will not only tell you what their level of enthusiasm is but also the motivation behind it.

   Q. "How long have you been considering owning a sports car?"
   Q. "Are you seriously considering owning a car today?"
   Q. "Why are you seriously considering investing in IBM stock?"

2. Trade off test closes: Use these as a way to see in advance if you could get them to let go of the objection or the fear, by getting them to focus on the benefit they could get by moving ahead.

   Q. "Would it be worth an initial investment of $8,000 in order to earn $75,000 in income and appreciation?"
   Q. "In order for you to achieve your goal, would it be worth a one time investment of $8,000?
   Q. "Would it be worth two weeks of study, in order to be able change anyone's limiting beliefs and enhance life now and forever?"

3. Progressive test closes: What makes this type of close work is, again, we are only asking an opinion when we use a test close and so people are comfortable, and they are willing to consider things. But as they consider them you are moving them ahead, moving them forward. This is a way to move ahead when you seem to be at a near standstill.

   Q. "If you were to go ahead with this, when would you want your service to begin?"
   Q. "If we were to overcome that challenge, you would probably want to go ahead with this investment, wouldn't you?"
   Q. "Does this sound like something you would like to go ahead with?"

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Simple test close examples would be questions like:

Q. "If we were able to eliminate your problem with _____ you would probably want to move ahead, wouldn't you?"
Q. "How does that sound to you?"
Q. "How does that look to you?"
Q. "What do you think about that so far?"

The greatest power a test close gives you is the choice to never ask a sales closing question that potentially could mean rejection until you know the person is ready to buy.

KEY BUYING SIGNS:

These are things you should notice while you are test closing and also nonverbally while you are presenting or talking about your product.

1. Suddenly the person begins to relax more during the presentation.
2. They have their hands open towards you.
3. They have a sparkle in their eye.
4. They keep putting their hand near their chin.
5. They keep touching the literature, or the product itself.
6. They become extremely friendly during the process.
7. They start talking in terms as if they owned the product.

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Again, if you need to create additional conviction and you need evidence, remember the acronym you learned earlier, DEFEATS. A large percent of our culture still believes that seeing is believing.

D You can do something to **demonstrate** to them that they can feel convinced that this has value.
E You can give them an **example by telling them a similar story** about someone else who made a decision like them.
F You show them **facts.**
E You can give them an **exhibit.**
A Give them an **analogy** of something similar.
T Give them a **testimonial.**
S Give them **statistics.**

WHEN YOU TEST CLOSE, IF THE PROSPECT IS NOTICEABLY LOW IN ENERGY OR UNINTERESTED, IMMEDIATELY START ADDING MORE CONVICTION.

Remember, test closes are invaluable even if the client seems uninterested or not ready to buy. You always need to know where the client is during the presentation so you can add more ERBN'S and LRBN'S when necessary.

Remember that any fact you state as a salesperson is merely a claim to the prospect. When you communicate with the prospect, your conviction plays a major role in how people feel and what they do.

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5 QUESTIONS FOR INTEGRATION AND MASTERY

1. The most important distinctions I need to remember from this session are:

2. I can and will use the distinctions, strategies or tools in my business in the following ways:

3. I can and will use what I have learned in this session in my personal life by:

4. For at least the next 7 days I will commit to:

5. The reason I commit to this is because it will give me or create:

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KEY WORDS AND TRIGGER POINTS:

- Units of conviction
- Big fat claim
- Test Close - "In your opinion do you feel?"
- ABC - Always Be Closing
- DEFEATS

"He is great who confers the most benefits."
-Ralph Waldo Emerson

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SECTION III
THE 10 STEPS TO SALES MASTERY!

PHASE 3
COMPEL THEM!

STEP EIGHT
MAKE IT REAL & ASSUME THE SALE!

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In order to compel the prospect we need to make it real. We want them to see, hear, feel, smell, experience that your product or service is going to give them what they want most. Making it real creates a compelling reason and momentum to buy. If the client cannot mentally and emotionally visualize and experience the benefits of your product as being real, he probably won't buy.

Our imagination is ten times more powerful than our will.

Paint a vivid picture through questions.

1. Questions change what you are focused on and therefore what we pay attention to (changes our state).

2. Questions change what you delete out of an experience.

3. Questions access resources.

i.e. "What could be one of the greatest benefits in this product?" "What is the most important thing you have learned in business?"

If a salesperson says it then the prospect can doubt it, but if the prospect says it, then it's true.

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POINT -- TELL -- PAINT

A. POINT - "You want a _____ that will _____. Is that correct?"

"I know you want an accounting system that will save you thousands of dollars annually, is that correct? That's something you want, isn't it?" (REMIND THEM OF THEIR WANT)

B. TELL - "Our _____ will do that for you."

"That's exactly what our computer system will do for you."

C. PAINT - "You own this and _____ happens. (Set time and place.) Is this what you really want?"

(UNLEASH YOUR IMAGINATION!)

"When you own this computer system and the efficiency in your accounting department jumps 30%. You can walk in there at one o'clock in the afternoon and people are not concerned and they're not upset because they have not received their check on time. People feel happy. The question I have is: Is that what you want? That's what this is about."

Then ASSUME THE SALE!

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EXAMPLE:

"In your company, what would be the three most important reasons for your employees to take a seminar like this? If you could send your employees to a seminar that really got results what would be the three most important things that you would want them to get out of it?"

"If you don't get that, what potentially could it cost you in the next five years if you don't handle this?"

"If we could help you turn this thing around and we really gave you the result, what would that be like in the next three years? How much more profitable would you be? How much more efficient would you be? If we could show you a way to do that, you would be really interested in doing this, wouldn't you?"

Be sure you get them to tell you, NOT you to tell them, in order to make it real for them.

The whole key to this process is to make their emotional reasons for buying now (ERBN) very real, very compelling. And also make their justification very real. Make the pain of not buying real as well. If they can't mentally see themself using and enjoying and benefiting from your product, they may not buy it. You must create a desire by appealing to their emotions. When imagination and willpower are in conflict, imagination will always win. The way to stimulate imagination is to use vivid imagery in your descriptions of the benefits. Make it real and assume the sale by uncorking the imagination thru vivid VAKOG descriptions and/or questions.

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Use the point, tell and paint system to create desire and get their ERBN's and LRBN's stronger.

1. Point - put his mind back on the problem: "What you really want is efficiency, isn't it?"

2. Tell - remind them of the key issue and what your product will do about it.

3. Paint - "You own this and this is what happens." You set the time and place so they become associated: "Isn't this what you really want?"

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KEY WORDS AND TRIGGER POINTS:

- 5 types of objections - groundless, unfounded, excuses, sharp buyer, sincere
- 6 ways to prevent objections
- 10 steps to handling any objection and converting it to a commitment
- Y TOM AND ED

"You must first clearly see a thing in your mind before you can do it."
- Alex Morrison

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP NINE
CONVERT OBJECTIONS TO COMMITMENTS!

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What is an objection?

An objection is an opportunity to know what's on the customer's mind. It's an opportunity to understand the beliefs and fears that drives this person. It's an opportunity to close the sale by establishing a new focus. If no one pitches to you you can't hit the ball out of the park. Objections are questions in disguise.

Two major categories of objections are:

Answerable and unaswerable objections, spoken and unspoken.

The ones that are most difficult are the hidden objections, the unspoken objections are definitely unaswerable because you don't know they are there.

Five types of objections are:

1. Groundless objections:	They are not based on any fact at all.
2. Unfounded objections:	Basically verbal static.
3. Excuses:	The most common type of objection.
4. Sharp Buyer:	Usually a buying signal.
5. Sincere objection:	A blocking objection.

The most successful salespeople in the country handle objections up front (by what I call preframing). The best way to handle an objection is to brag about your objection in advance so it makes it difficult or impossible to attack later on.

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6 WAYS TO PREVENT OBJECTIONS:

1. Have such a strong well full of rapport that the person does not want to object to you.
2. Use test closes to eliminate problems in advance.
3. Use unconscious tools of influence, i.e. reciprocation, social proof, etc.
4. Use contrast on yourself and the prospect.
5. Handle the objection when it is small before it grows into a monster.
6. Align with any objections.

It is important to understand what the objection is and why the prospect has the objection.

When someone gives you an objection, here is ultimate test on closing, on how hard should you push. Ask yourself, "In spite of this objection, will the benefits this person receives from this product be much greater than the things they have fears or concerns about?" If the answer is, "Yes, they will benefit much more than their concern," then congruently answer and do whatever it takes to eliminate their objections.

TEN STEPS TO HANDLING ANY OBJECTION AND CONVERTING IT TO A COMMITMENT

(also known as How to Take a Viking and Turn Him Into a Friend!).

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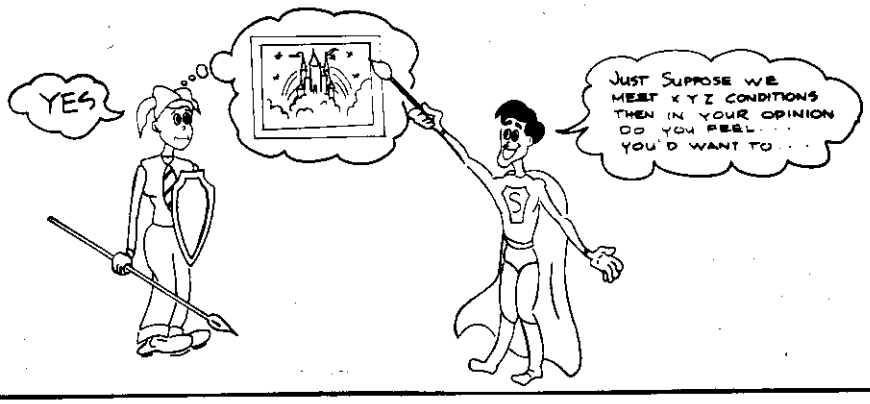


STEP 5

MAKE IT A FIN
OBJECTION

(IF YES GO TO
STEP 6 IF NO
SLIDE TO STEP
3

STEP 4

QUESTION IT

GET MORE
INFORMATION.
IS IT THE REA
OBJECTION
AND WHY IS
IT IMPORTANT

STEP 3

FEED IT BACK
(NICELY)

STEP 2

HEAR HIM OUT
(HE MAY RUN
OUT OF
STEAM)

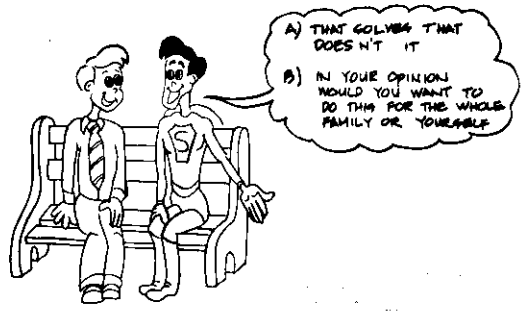
STEP 1

IGNORE IT
(HE MAY NOT
MEAN IT)

CARMA 89

STEP 10

ASSUME THE SALE AND CONGRATULATE THE PROSPECT ON A WISE DECISION



STEP 9

TIE IT DOWN TEST CLOSE

THE ANSWER TO YOUR QUESTION IS WHY TOM AND ED
(TOM) THAT'S THE VERY REASON YOU SHOULD DO IT. X IS MORE IMPORTANT THAN Y ISN'T IT, YEA . . .
(ED) THE REASON IS ABSOLUTELY NOT TRUE

STEP 8

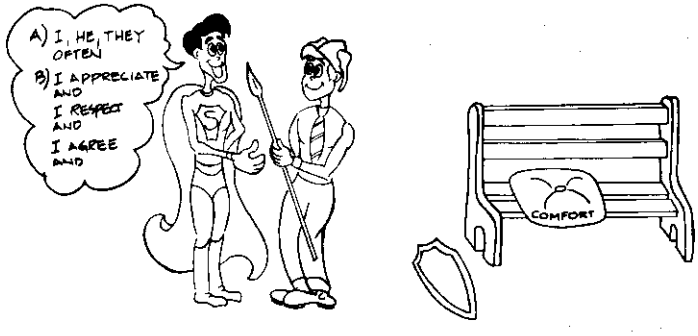
ANSWER THE QUESTION

THAT BRINGS UP A QUESTION. THE QUESTION IS . . . IS THAT THE QUESTION ISN'T IT
EX. HOW CAN WE HANDLE X Y Z AND GIVE YOU BENEFIT, BENEFIT BENEFIT, SO YOU DON'T HAVE TO —— ANY MORE

STEP 7

TURN HIS OBJECTIONS INTO A QUESTION

(YOU CAN'T ANSWER AN OBJECTION BUT YOU CAN ANSWER A QUESTION



STEP 6

ALIGN THE PROSPECT PROVIDE A CUSHION

(MAKE HIM COMFORTABLE)

How to handle an objection:

- Never argue, always pace and lead.
- Use the Aikido approach.
- Align and Redirect.

SAMPLE QUESTIONS TO TURN OBJECTIONS INTO COMMITMENTS:

Salesperson: In your opinion, do you feel like you'd like to do this with your whole family or just yourself? (Test Close)

OBJECTION #1

Prospect: It costs too much. I have been other places and it costs much more here than it does there.

Salesperson: (Turn objection into question) You're absolutely right. I can appreciate how you feel about that. I've had other people tell me the same thing because it is true that the initial investment is larger. That brings up a question, the question is: In spite of the additional initial cost, can our product create a much greater profit for you than what you're presently getting? Isn't that the real question? Where you can get the most value for your dollar? (Once they say yes, you have taken an objection and turned the question to where can you get the most value. Now you can answer that question.)

OBJECTION #2

Prospect: It's too big of an investment for me.

Salesperson: I can appreciate that - I have a lot of people tell me that, because it is a major investment. That brings up a question and the question is: Can you in spite of your concern get much more value here than you thought you could get? The real question is, in spite of your concern can you get what you really need most here by making the investment now; isn't that the real question?

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OBJECTION #3

Prospect: There is no money in the budget.

Salesperson: I can appreciate that. You know, I hear that from a lot of companies that don't have a budget for this type of program or who have spent their budget by the end of the year. That brings up a question and the question is: How can we make sure that you don't get robbed of the benefits of this program right now and are still able to move ahead and do the things you need to do to make this organization grow, isn't that really the question?

or

That brings up a question, the real question is: How do we organize the way we go about this in a way so that you get the benefits you need now in spite of all that, isn't that really the question?

OBJECTION #4

Prospect: I don't have the money.

Salesperson: I know you don't have the money right now, I can appreciate that; its been tight for me also. That brings up a question. Even though you don't have the money, isn't the real question how do we find the money so you can get the benefits now, and no longer have to suffer through _____? Isn't that the question?

OBJECTION #5

Prospect: I can't afford to go to that program

Salesperson: I can appreciate that, times are tough. The question is whether we can give you the results we promised in this program. Isn't that the question? How can we help you to find some way to make this happen?

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"Y TOM AND ED" EXAMPLES (Acronym for closing sales):

Why: Why would you give me that objections after you just told me how badly you need the product? (Why stands for the question why they are even objecting in the first place.)

T: Turn it around

Objection: I don't have enough money.

Answer: That's exactly the reason why you should go now. Because it's not getting any cheaper - in fact, it's going to be much more difficult later and then you'd miss out on the thing you need most. That's why you've got to do it now, because you don't have the money.

(First of all put down a facilitators break after the example where I took questions and turned them around. Then after the T the turn around let's have them do exercise there and then have them come back and after they outweigh it.)

O: Outweigh it

Example: fear of insurance premium answer

Answer: I know you want your son's education to be taken care of, so isn't it true that the premium is a lot less important than having absolute certainty that your son's destiny is supported? (Surrounding an objection by strong values outweighs it.)

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M: Minimize the objection

Salesperson: You're absolutely right - it is a big investment. Let me ask you, how long do you think you would use this product? How much is that per year, how much is that a month, how much is that a day? Will you be using that every day? And how much did you think the other product would be? So the difference is twenty cents a day. Are you going to let twenty cents a day stand in the way of having what you know is the very best, having what you really want?

E: Explain the objection

D: Deny it as groundless (not vigorously but with conviction) as an objection that has no basis in truth.

After the sale congratulate them on a wise decision rather than thanking them for making the sale.

1. Want/hurt (or desire) - to increase the want, increase the hurt, i.e. what will it cost you not to do this. "You can tell me what it would cost you to do this program, but I've got a question for you: what will it cost you if you don't take action today with this?"

2. You need to provide the customer with enough justification to buy. The key to increasing justification is to add more information on benefits.

Most completed sales are closed on implied consent. Your first words to the prospect should be a close. You can start with something like, "So, would you like to own a _____ today?" Remember, prospects are often ready to buy before the final close. By continuously test closing, you will flush out their intentions and their objections early in the game. The close can be tried any time after a hot response from a test close. If an

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objection appears in the close, go back to the conviction stage and load them up with units of conviction. Sell to their emotions and to their system of logical justification. The only real problem in closing usually is overcoming indecision. Every decision is a weighing of pros and cons. Professional salespeople after qualifying the needs of the prospect must make the decision for them and get them to agree. You must control the weighing of the pros versus cons and not let their fears be in control.

The most effective close is an alternate choice close. Alternate choice closes decide when you are going to do something, not if you are going to do it. After you ask a closing question it is critical to be quiet and not talk. The first person that talks, loses. As Jay Douglas Edwards, the great sales trainer of the 50's, used to say, "Remember, if you don't ask them to buy and give them a reason to buy now, they will procrastinate."

You must create a sense of urgency with ERBN's and LRBN's. Selling is quite simple if you get the prospect to like you, and you find the prospect's real interest or problem. Sell them the hurt, and make it vivid. Get excited about what you can do for them. Offer them solutions that are vivid and real. Keep test closing at each step, and close on every hot response you get back on a test close. Always use the alternate choice assumptive close.

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Additional Distinctions:

A SYSTEM FOR HANDLING "I WANT TO THINK IT OVER"

1. **Always agree with the client.**

2. After agreeing with them, **point out their hurt and stir it up.**
   Example:

Prospect:	"I want to think it over".
Salesperson:	"I can understand how you feel. I can also understand the awful problems you can have with not handling this now, isn't that right?" (STIR UP THE HURT)

3. **Remind them you can help them heal the hurt.**

Salesperson:	"We can resolve that problem... " (REMIND THEM YOU CAN HELP THEM HEAL THE HURT)

4. **Use the "as if" frame.**

Salesperson:	"Let's assume you have been using our service..." (USE THE "AS IF" FRAME TO OWNING INSTEAD OF THEIR OBJECTION).

5. **Test Close.**

Salesperson:	"Do you have a plan of action or would you like me to suggest one." (TEST CLOSE)

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- 6 ways to prevent objections
- 10 steps to handling any objection and converting it to a commitment
- Y TOM & ED

"Never, never, never, never, never give up."

- Winston Churchill

"He conquers who endures."

- Persius

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SECTION III
THE 10 STEPS TO SALES MASTERY!

STEP TEN
MAKE IT EASY & CREATE A FUTURE!

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KEYS TO MAKING IT EASY:

1. Never attack the prospect.

2. Always handle the objections in advance to prevent any interpretation of an attack on the prospect himself.

3. Excellent preframing makes it easy for people to enroll later on.

Make it easy for the prospect to buy, tie the sale down, and create a future relationship with him/her through repeat business and referrals.

At the point of the close or just before, give the prospect a gift (to induce reciprocation) - another option, another choice, another product, an add on, etc.

ASSUME THE SALE

This is letting the buyer know he is buying.

Ways to assume the sale:

Order blank close:	To make the customer consciously aware that he/she has bought. Ask detailed questions in order to focus on the buying procedure, not on objections.
Minor close:	"Would you like us to design the envelopes to go with the logo as well?"
Alternate choice close:	Offer one of two options, but either option is a purchase. "Would you like delivery on Saturday or Sunday?" "Would you like me to deliver it personally or can I have a staff member deliver it?"

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Congratulate the prospect: Not on having purchased, but on a wise decision. Make them think they have done the logical thing.

Use contrast: "I am so glad you are purchasing now because the price goes up in 30 days."

MAKE IT FUN!!!

HOW TO ELIMINATE BUYER'S REMORSE:

People do not want to believe they have bought for emotional reasons. They justify for logical reasons.

Use **questions** to eliminate buyer's remorse:

Salesperson: "Mary Ann, I know you are really excited about purchasing this van, is that correct? Is it the right van? You're really sure? Let me ask you a question: a year from now, what will you be doing with this van that will really make it worthwhile and make you glad that you made this decision today?"
(Allow the client to link in his/her mind specific benefits to your product that will continue over time.)

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Convert this relationship you developed into new business through referrals.

HOW TO GET REFERRALS:

1. Believe you will get them.

   Ways to get referrals:

   Salesperson: Let me ask you a question, have I done a good job for you?

   Client: Of course.

   Salesperson: Could you do me a favor then in return? **(inducing reciprocation)** Could you give me the names of 5 people who are heads of companies and have a sales staff of 25 people? **(Describe in detail and ask for more referrals than you really want to get.)** I'll deal with them with the same integrity as I have dealt with you. I'll make sure I meet their real needs and if I can't, I won't waste any of their time. So would you open your book right there and give me at least 5 names?

2. Enroll the client in supporting you in getting these referrals. Possibly ask him/her to call 2 of the 5 for you right then.

3. Offer a referral fee or referral gift.

4. Find out as much information about the referral as possible from your client - who they are, what are their interests, etc.

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HOW TO USE REFERRALS TO CREATE A FUTURE

1. Offer a genuine compliment given by the previous client.

   Salesperson: Mr. Williams? Mr. Paul Williams? Mr. Williams, you don't know me but we have a mutual friend and that friend is Dan Smith. Dan Smith told me something about you that I thought was really incredible. He feels that you would have tremendous benefit if I were to expose you to an idea we have. By the way, my name is Tony Robbins and I am with Robbins Research.

2. Create a key person file. Rate your clients according to the frequency of contact you desire to maintain. Use a 3 x 5 file box with 13 weeks separated by the alphabet. Contact A's and B's during Week 1, with either a phone call, a contact note or a thank you note. Week 2, contact C's and D's, etc.

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KEY WORDS AND TRIGGER POINTS:

- 6 ways to assume the sale:
  - -- order blank close
  - -- minor close
  - -- alternate choice close
  - -- congratulate the prospect
  - -- use contrast
  - -- make it fun!
- How to eliminate buyer's remorse
- How to get referrals
- How to use referrals to create a future
- Key person file

"Visualize this thing that you want. See it, feel it, believe in it. Make your mental blueprint, and begin to build!"

- Robert Collier

"The imagination equips us to perceive reality when it is not fully materialized."

- Mary Caroline Richards

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